

ANDREW CARNEGIE

History of Carnegie Veteran Association



ORGANIZED JANUARY 1902

Honorary Members

Mrs. Andrew Carnegie
Mrs. Roswell Miller
Mrs. Charles M. Schwab

Surviving Members

Charles W. Baker
William B. Dickson
D. G. Kerr
Edwin S. Mills

Thomas Morrison
Lawrence C. Phipps
Charles M. Schwab
Hampden E. Tener

Compiled at their request
by
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INTRODUCTION

The writing of this history has been inspired by a desire for a permanent record of the Carnegie Veteran Association, including its origin and subsequent activities.

It has not seemed necessary to review all its proceedings at the annual meetings and only those of most importance have been selected. These, in connection with a short biography and chronology of each member will, it is hoped, prove of interest and of enduring value to the immediate relatives and their descendants.

By permission of the author, Mr. Burton J. Hendrick, and of Carnegie Corporation of New York, owners of the copyright, the following extracts from "The Life of Andrew Carnegie" have been used as an introduction to a history of the Carnegie Veteran Association.

With a few interpolations necessary for the clarification of some parts which have been condensed, practically all of the following account of Mr. Carnegie's life has been taken from this source, unless otherwise credited.

The purpose of this sketch of his life, is not to give a complete story of his achievements in business, literature, and world-wide philanthropy, but to record such salient facts as will reveal to the reader, and especially to the friends and relatives of the Veterans, the man himself as he was known and loved by his old associates.

CHARLES W. BAKER,
WILLIAM B. DICKSON,
HAMPDEN E. TENER,

Committee on Publication.

FOREWORD

The personal qualities of a very rich man are always obscured in the public view during his lifetime. Time, however, tends to clear away this obscurity. The view becomes retrospective and impersonal and begins to assume some of the qualities of historical judgment. Even the few years since Mr. Carnegie's death, in the year 1919, will have developed the process of clarification enough for the readers of this book to find in it the story of an exceedingly interesting and attractive personality.

Mr. Carnegie's business career had a general family resemblance to the course by which many poor boys became rich men in a new country, but it illustrated very sharply some of the qualities that we all wish our children to have. These qualities were constant throughout his business life.

As bobbin boy, telegraph messenger, telegraph operator, assistant railroad superintendent, railroad division superintendent, War Department assistant in charge of government railroads and telegraphs in the Civil War, bridge builder, iron maker, steel maker, organizer of industry, he devoted himself with intense concentration to the job of the moment.

He based his hopes for advance upon recognition of capacity proved by what he had done. He spent no time in seeking to get something for nothing—no time in wishful thinking or currying favor—no time in lamenting his lack of systematic education; but he strained every nerve to make himself practically useful, to enlarge his knowledge, and to train his powers for more difficult undertakings in the future.

This business story is dignified, moreover, by the manifest presence of imagination, without which no great things are ever done, and without which it would have been impossible for this young, self-trained Scot to become the chief leader

in laying the basis for the extraordinary development of steel production and use in the United States.

The most interesting thing about Mr. Carnegie's life, however, is not his great business success. One might be inclined to infer from that success a certain degree of hardness and lack of human sympathy. The fact is strikingly different. The most unmistakable quality of this successful man was his deeply affectionate nature.

He was passionately devoted to his father and mother. No achievement of his own ever awakened in him such pride as he felt in their struggle against bitter poverty when steam put the hand loom out of business in Scotland and deprived the Dunfermline weaver of his occupation. No pleasure in wealth acquired ever equaled the joy with which as a little boy he was able to bring home a few pennies for the common fund to keep the family together.

The first object of his business ambition showed itself in his boyish resolution that he would yet make it possible for his mother to ride in her carriage. He seems never to have forgotten or grown cold toward any relative or family friend, or any boyhood friend in Scotland. He took all into the scope of his constant affection, and made them a part of the poetry of his native land, which thrilled him with enthusiasm and joy throughout his life.

In the same way during his business life, as he passed from one post to another, he carried with him affectionate remembrance of all his associates. He never forgot or grew cold toward them. No bitterness or envy or jealousy seemed to find any place in his feeling.

No wealth or success in life played any part in the basis of his feelings. When he became rich he went back through his entire life—through his multitude of friends—to find who was in need; and he made up pension lists of those who were poor and unfortunate, sick, or disabled; and set up trusts for their support. These trusts—not made public—to care for friends whose names were not revealed were one of the enduring satisfactions of his life.

He set up similar pension trusts for the railroad employes and for the steel making employes with whom he had worked. Then the circle of his kindly impulses enlarged to include the communities in which he had lived; Dunfermline and Pittsburgh, the United States and Great Britain.

He developed a philosophy in helpfulness distinct from simple charity, and under it he sought to increase the happiness of mankind by organizing and promoting influences which would enlarge men's capacity for happiness and open the doors of opportunity through the enlargement of knowledge and understanding; the cultivation of taste; the advancement of science; the establishment of better standards of conduct.

He organized institutions which should carry on the work of promoting such civilizing influences after his death. He did this work of organization as carefully and skillfully as he had organized the manufacture of steel, and to these institutions he entrusted the bulk of his millions to be used after he was gone, in the long, slow process through which mankind is gradually learning to increase the predominance of the spiritual over the material sources of happiness in life.

He had become, not a rich man giving away money, but an idealist with a vision of the future which he cherished as one who loves all human kind; and to that vision, he dedicated his purse of Fortunatus.

ELIHU ROOT.

From Burton J. Hendrick's "The Life of Andrew Carnegie."

CHAPTER I

DUNFERMLINE — ANCESTRY

A professional artificer of greatness once informed Andrew Carnegie that he was descended from Scottish kings. The suggestion was quietly conveyed that, for a consideration, he could be provided with an illustrious pedigree. "I am sorry to hear that," replied Carnegie, "because my wife married me under the impression that I was the son of a weaver."

The first Carnegie ancestor of hereditary importance is James, born probably about 1745. He was a weaver, and also, at dull weaving seasons, a tiller of the soil; like most of his descendants, he was a political firebrand. In the "extreme bad hairst" (harvest) of 1770, and the meal riots that marked it, James Carnegie was imprisoned for sedition; he escaped conviction, but the persistent radicalism of the Carnegie clan gives ground for believing that his talents as a leader of the people were not entirely wasted in that distressful crisis.

James Carnegie left the ancestral Forfarshire and established himself in Fife when a young man. In Scottish legal phrase he "feued" (roughly, leased) a piece of land in the new weaver's settlement of Patiemoir, a hamlet about two miles south of Dunfermline.

James' oldest son was named Andrew. Of him the American Ironmaster wrote: "I think my optimistic nature, my ability to shed trouble, and to laugh through life must have been inherited from this delightful old grandfather whose name I am proud to bear."

This Andrew resembled his grandson in his conversational powers, his love of argument, his aptness in story telling, his devotion to books, politics, and democratic ideas; and in his talent for becoming the dominant genius of almost any situation in which he found himself; but his character pre-

sents one conspicuous divergence—he did not have the gift, much prized in Scotland, for “gathering gear.”

When he proposed himself as a suitor to Elizabeth Thom, the daughter of a prosperous ship owner of Limekilns, the lady’s family regarded this poor weaver as quite inadequate; when the couple, despite parental discouragement, persisted in marrying, Elizabeth was appropriately punished; her sisters each received a ship as patrimony, while she was unendowed.

But Andrew, whatever may have been his shortcomings in fortune, was a rich catch as a companion. He earned enough at his trade to provide the necessities for wife and weans, of whom there were eight. But the loom, adapted as it was to the philosophic disposition, was not the main concern of his existence. The one useful employment, as Andrew saw life, was conversation.

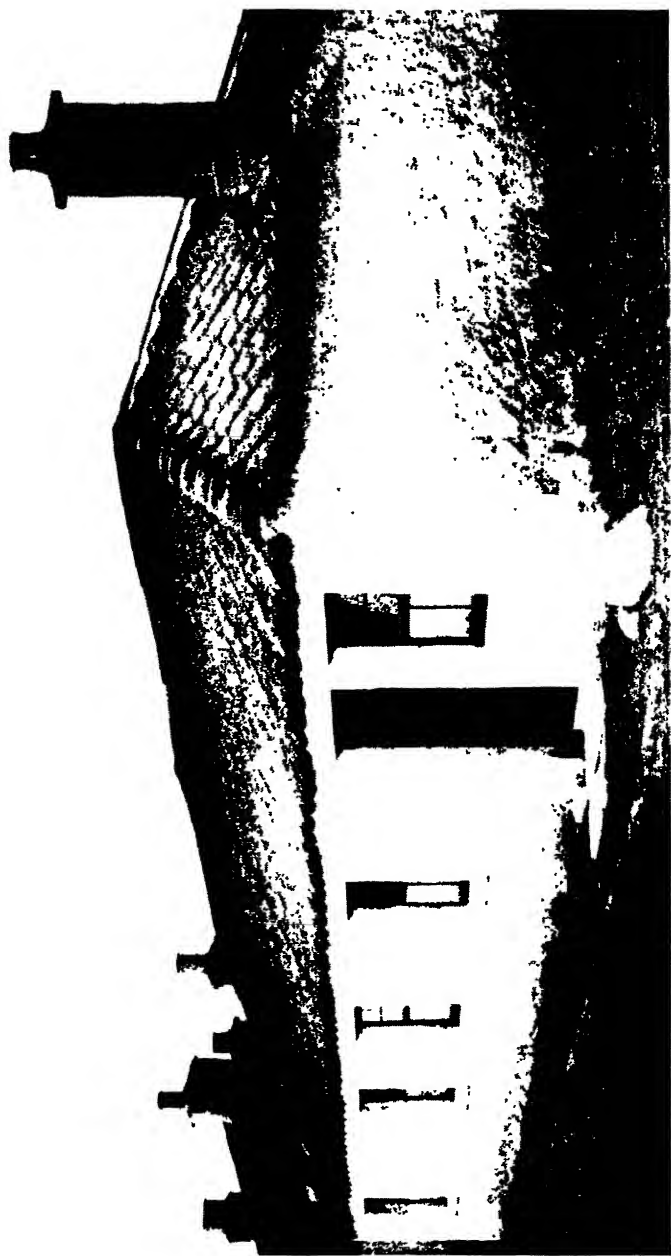
The title that has clung to him for more than a century is that of the “Professor.” In this capacity, Andrew presided for many years as head of an institution known as “The College of Patiemuir.”

This college was no figment; the building in which its sessions were held, a long, low, one-storied tiled cottage, is still intact.* The “College” clearly fulfilled a function not unlike that of the cracker barrel in an American country store. It provided a headquarters where the local gossips met for instruction, discussion, entertainment, and conviviality. It became a forum for the first promulgation of many of the now familiar Carnegie ideas.

The “professors” passed in review the matters then exciting Church and State; not a character in the European scene escaped their judgment; theology, of which a vast amount filled the local atmosphere, held a preferred position; Scottish history, legend, poetry, and philosophy became the everyday texture of their lives.

Once a week, “Professor” Carnegie mounted his throne and read the news and comments of a leading metropolitan journal—the London Times or the Edinburgh Scotsman.

* It is now maintained by the Carnegie Trust of Dunfermline, as a general meeting place and Sunday school.



THE COLLEGE OF PAILEMUIR

Andrew Carnegie relates a story that shows the old Professor in his less arduous mood. "Upon my return to Dunfermline, after an absence of fourteen years, I remember being approached by an old man who had been told that I was the grandson of the 'Professor.' As he tottered across the room toward me and laid his hand upon my head, he said: 'And ye are the grandson o' Andra Carnegie! Eh, mon, I ha'e seen the day when your grandfaither and I could ha'e hallooed ony reasonable mon oot o' his jidgment.'"

For years this Andra had earned his living in the same toilsome fashion as his neighbors; several weeks at the loom produced the completed web; he would then place this on his shoulder and carry it to Dunfermline, where he would receive his wages from his employer. Obtaining materials for another task, he returned and resumed his daily routine.

His two sons, James and William,** brought up as weavers in their father's shop, left home about 1830 and settled in Dunfermline—evidently that they might be nearer the headquarters of their trade. The attractions of the "college" held Andra a little while longer in his native town, but in a year or two he followed his children, and the reunited family leased a humble habitation in Priory Lane.

This selection proved a fortunate one. Dunfermline was at that time a center of political agitation and its foremost man in all popular causes was Thomas Morrison, a close neighbor. The doctrines this dour evangelist was then spreading broadcast, were the same as those Andrew Carnegie had for years been preaching somewhat more genially at Patiemuir. Inevitably the two families became the most sympathetic friends. The elder Morrison was the type of Scotsman much admired by Carlyle. His description of himself tells the story; he was a "thinking cobbler."

Scotland is a country in which a man may earn his bread by the hardest manual work, and yet be an upholder of light—a reader of hard books, a child of science, theology, and politics, and an influential sower of new ideas. Such a

** Born June 19, 1804.

Scottish "fee-losopher" was Thomas Morrison. All spare hours were devoted to study, to public speaking, to the general betterment of his social class.

In physical frame and characteristics, in voice and gestures, his famous grandson was almost a duplicate. Thomas Morrison's children would weep when they saw Andrew Carnegie, for in him their father seemed to have come to life again. Ancient contemporaries, viewing Andrew Carnegie for the first time on the public platform, could not persuade themselves that their old hero, Tam Morrison, was not addressing them anew.

To understand the purpose of his life, one must picture him in the aspect most familiar to his own age; a cloak-clad, pilgrimlike pedestrian, trudging along unfrequented highways, books and papers under arm, his flashing black eyes keenly taking in all the surrounding beauty, his small energetic figure betraying a zest for his particular chase.

Morrison traveled somewhat like the circuit-riding parson—not often on horseback, the less expensive "shanks' naggie" providing locomotion. He penetrated the remotest places, spending the night at a cottar's hearth, where he held overflow meetings, answering the questions of eager disciples. Not unlike the old Greek thinkers, thus was Thomas Morrison.

His keen absorbing intellect, his powerful memory, his quick certainty at grasping the most intricate problems, his homely but illuminating phrases, his eloquence, and, above all, the passionate sincerity of his devotion to the unregarded workmen—these traits, while they made Thomas Morrison a favorite with the humbler orders, caused the upholders of established society to picture him as one of the most dangerous influences of the age.

He thundered constantly against the prevailing political system, with its rotten boroughs, its militarism, its House of Lords, purchased elections, parliamentary bribery, privileged classes, sinecures, pensions, Corn Laws, Established Church, and indifference to popular rights.

Morrison wrote occasionally for Cobbett's Political Register

—the widely circulated weekly periodical which, probably more than any one influence, created the public sentiment that resulted in the Reform Bill of 1832. "With regard to the letter from Mr. Morrison, of Dunfermline," says Cobbett in the Register for December 21, 1833, "I am tempted to call it the very best communication I ever received in my life for the Register. Mr. Morrison's letter is complete; it wants no addition; let that letter be answered before any one attempts to put forth his stupid outcries against me on this subject." Morrison's article is a severe arraignment of the existing system of education. It is a plea for technical training.

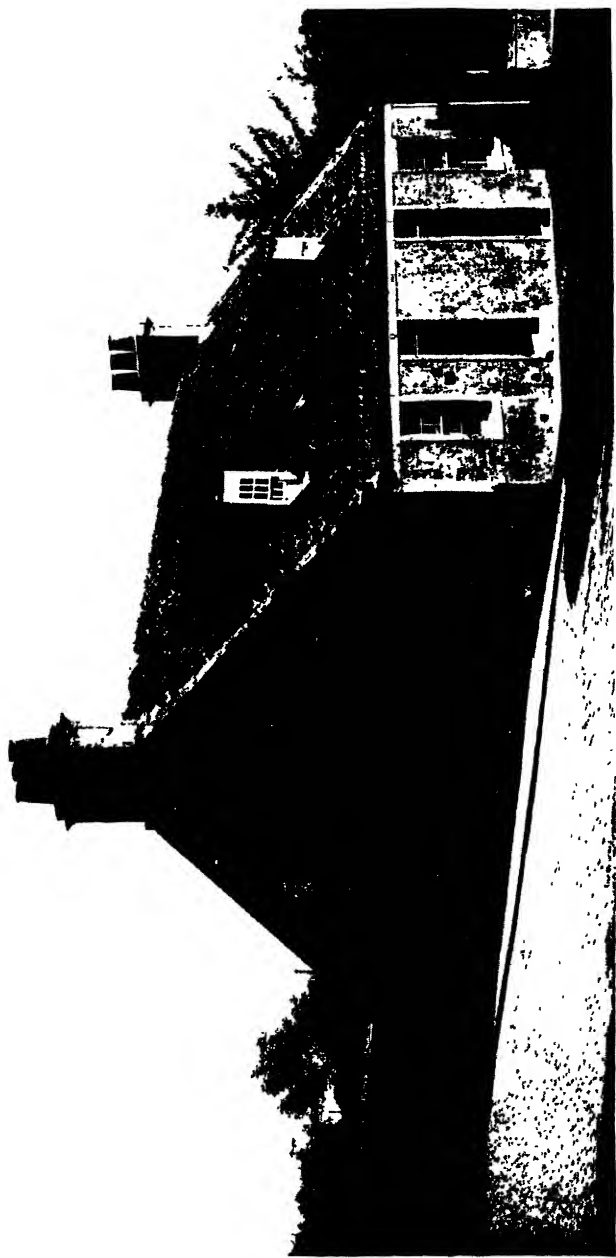
Morrison founded his own journal for the promulgation of his convictions, significantly called *The Precursor*. It was so revolutionary the Dunfermline printer refused to put it in type, and Morrison was forced to take it to Edinburgh. Three numbers only appeared; financial stringency, or Morrison's advancing years, brought the enterprise to an end. One number still in existence announces that "Its politics are of the extreme radical."

At this time the editor was busy organizing the weavers of Dunfermline into a "Political Union." The body consisted to quote Morrison, "of individuals belonging to the most numerous—perhaps the most rational, and certainly the most useful, though generally and insultingly termed 'lower order.'" Its motto was "Knowledge, Union, Fraternization." "Agitation is the order of the day; the night of monastic ignorance is passed." Its general purpose was "the diffusion of political knowledge, the improvement of the national institutions, and, specially, to effect a reform of the Commons House of Parliament."

On the list of Councillors of this "Political Union" appears the name of William Carnegie, of Priory Lane. This William was the second son of Andra, the recent emigrant from Patienuir. He was now thirty-one years old and had evidently become an associate of Thomas Morrison in his public work.

But Willie Carnegie presently manifested an even more active interest in the Morrison household. The old man, a

widower for many years, had four daughters, and it was the second of these, Margaret, (born June 19, 1810) that had attracted Willie Carnegie's eye. She was what the Scots call a "wiselik" girl, which meant that she was sensible, proud, and self-reliant. William Carnegie and Margaret Morrison were married in December, 1834. Both the fathers, Andrew Carnegie and Thomas Morrison, were living at the time. Both parents lived long enough to welcome William and Margaret's first child, who was born November 25, 1835. Scottish custom required that the first son should be named for the father's father and the second for the mother's father. In accordance with this practice, the boy became Andrew Carnegie. When, eight years later, a second son was born, he, on the same principle, received the name of his mother's father, Thomas Morrison.



THE WEAVER'S COTTAGE, DUNFERMLINE, SCOTLAND

At the corner of Moodie Street and Priory Lane, in which Andrew

Carnegie was born, November 25, 1835.

CHAPTER II

ANDREW CARNEGIE

His birthplace was a two-story grey-stone cottage, with red tile roof and dormer windows, in Dunfermline. The building stands intact today as in his childhood—even to the bed, built bunkwise against the partition under the sloping eaves.

For him, to his last day, the town had almost a mystic charm. "What Benares is to the Hindoo," he wrote in one of his earliest books, "Mecca to the Mohammedan, Jerusalem to the Christian, all that Dunfermline is to me." This was no mere romantic fancy; the emotion expressed is felt by all true Scotsmen, for Dunfermline is a national shrine, with strong religious associations, the abiding place of great Scottish relics, and as such, hardly second to Edinburgh itself.

The town, now nearly a thousand years old, built entirely of grey-stone houses which give it a somewhat somber aspect, stands on the ridge and slope of a little hill. The Carnegie dwelling occupied one of its highest points. Looking both north and south, Andrew had spread before him scenes that brought to mind the most stirring names in Scottish history. To the south one could see the noble estuary that had so delighted the gaze of Marmion—

"The gallant Frith the eye might note
Whose islands on its bosom float,
Like Emeralds chased in gold:—"

and the undulating, forest-clad Pentland Hills. At times the child caught glimpses of the spires of Edinburgh, of Arthur's Seat and the surrounding heights.

Not visible, but within easy walking distance, were memorials of Mary, Queen of Scots—Linlithgow, where that un-

happy lady was born, Loch Leven, where she was imprisoned, Rosyth Castle, in which she spent a brief period on her flight—and, for that matter, Dunfermline itself had sheltered the lovely refugee on the same fatal journey.

Directly in front of his father's house lay Pittencrieff Glen, with its brook from which the city takes its name—a brook that winds around the cliff on which stands Malcolm's Tower. This Malcolm was the Malcolm of Shakespeare's *Macbeth*; here, in the eleventh century, he had welcomed the Saxon Margaret fleeing from the court of her brother, Edgar Atheling, recently deposed by William the Conqueror. Here Malcolm had made the beautiful princess his queen and thereby given Scotland its patron saint and established a long line of Scottish kings. For several centuries Dunfermline remained the favorite birth and burial place of Scottish royalty; it contains more royal dust than any city in the kingdom. All the twenty and more kings, queens and princes that make its soil the Westminster of Scotland were buried within two hundred yards of the Carnegie cottage.

The palaces and abbeys in which most of them had lived lay in ruins practically at the Carnegie doorstep. The very names of the thoroughfares in the Carnegie neighborhood—Priory Lane, Monastery Street, St. Catherine's Wynd, St. Margaret's—recalled the days when Dunfermline Abbey was the greatest religious establishment in Scotland.

Of the Palace, built by Robert Bruce, demolished by Edward I, and restored by the Stuart kings—the Palace in which Charles I was born, in which Charles II held many a revel, and Cromwell made his headquarters during his occupancy of Dunfermline—only a massive wall was standing; but enough was left of its oriel windows, its mullioned embrasures, its ivy-grown buttresses, its subterranean passages, to start the interest of an imaginative child.

More important still, the Glen and the Abbey constantly kept in mind the two greatest heroes of Scottish history. The caves and forests and dingles had furnished a hiding place for the hunted Sir William Wallace; and as for Robert

Bruce, his very bones lay in the Abbey Church.

That Bruce had been buried in Dunfermline Abbey, historians had always known, but the exact spot had long since passed from human ken. One day in 1818, laborers excavating for the foundations of the new Abbey Church accidentally uncovered the remains, to the vast excitement of Scotland.

The identification was complete. The mighty skeleton was found clad in regal vestments, and—could more conclusive proof be asked?—the breast bone had been sawed to make possible the removal of the heart.* Dunfermline gave the relics a splendid tomb in the new church, and raised high the church tower, emblazoning on its four sides, in huge letters of stone, the words, "King Robert the Bruce." With the body of Bruce lying only a few feet from the family fireside, how could any child fail to grow into a fervid Scot?

* "His heart was, by a dying wish, entrusted to Douglas, to fulfill the vow he had been unable to execute in person, of visiting the Holy Sepulchre. Edward III granted a passport to Douglas to proceed to the Holy Land to aid the Christians against the Saracens, taking with him the heart of King Robert the Bruce. The death of Douglas, fighting against the Moors in Spain, and the recovery of the heart of Bruce by Sir William Keith, who brought it to Scotland and buried it along with the bones of Douglas in Melrose Abbey, may be accepted as authentic, but the words with which Douglas is said to have parted with it:

'Now passe thou forth before
As thou was wont in field to bee,
And I shall follow or else die.'

"are an addition to the original verses of Barbour. When the remains of Bruce were disinterred at Dunfermline in 1819, the breastbone was found sawn through to permit the removal of the heart."

From The Dictionary of National Biography.

CHAPTER III

FAREWELL TO SCOTLAND

"Your childhood and mine have been remarkably alike," Mr. Carnegie wrote William T. Stead in 1897. "I was brought up among Chartists and Republicans. Our family is distinguished for having had an uncle (Thomas Morrison, his mother's brother,) in jail for holding a prohibited meeting in Chartist times. My childhood's desire was, to get to be a man and kill a king."

His early days, indeed, were passed amid exciting scenes. It was fondly believed, in 1832, that the Reform Bill would quiet political unrest. As a matter of fact, it merely whetted the popular appetite. The degree of enfranchisement this act bestowed did not appease the most tumultuous element in the population of both England and Scotland—that is, the weavers.

The new legislation required a ten-pound rental for parliamentary electors, a provision that excluded most workingmen, but vastly increased the political power of the middle classes, whom the workingmen did not especially love.

The political meetings of the time strictly divided the populace into two groups. Qualified voters proudly occupied the ground floor while the unregenerate "workies," who had not yet attained this distinction, were compelled to herd in the gallery. If one could revisit such a gathering in the Anne Street Church of Dunfermline in the forties, and gaze upward, there would be seen discontentedly sitting, the Carnegie and the Morrison clans—for practically all these relatives were outlanders so far as the franchise was concerned. But they made their existence manifest in other ways. Carnegies, Morrisons, and Lauders became the chief Dunfermline spokesmen of the Chartist movement, the agitation for larger

popular rights that followed closely on the heels of the Reform victory of 1832.

To the present generation, the demands involved in the "People's Charter" seem hardly revolutionary—most of them, such as manhood suffrage, the secret ballot, and the payment of members of Parliament, have long since become part of the British Constitution. In the eighteen thirties and forties, however, the name "Chartist" struck terror to the conservative classes; it spelled disorder, mob rule, and a general disruption of society. Yet the Chartists for the most part were worthy, hard-working subjects, whose manifestations merely reflected the prevailing economic distress. The fact is that throughout this period, Great Britain was a very hungry nation, with a populace living on the edges of starvation. The factory system had practically ruined the working classes, especially the weavers; the Corn Laws prohibited the importation of foreign grain; business and trade had reached stagnation; and misery stalked over the country.

Dunfermline was the great rallying place of the popular cause in Scotland, and thus it happened that Andrew Carnegie's childhood witnessed a panorama of public meetings, processions, window-breakings, large scale riots, and at the domestic hearth, an endless flow of talk. A fact of especial biographical importance is that the Dunfermline radicals were outspoken enemies of war. The city had its Peace Society, in which the Lauders and Carnegies were active spirits.

Andrew Carnegie's father was a Chartist leader. "I remember one evening my father addressed a large outdoor meeting in the Pends. I had nudged my way in under the legs of the hearers, and at one cheer louder than the rest, I could not restrain my enthusiasm. Looking up to the man under whose legs I had found protection, I informed him that it was my father speaking. He lifted me on his shoulder and kept me there."

This picture of little Andrew, perched on the shoulder of a Dunfermline weaver, rapturously listening while his father denounced the forces of conservatism, should be kept in

mind, for it explains much subsequent history.

Old Thomas Morrison was no longer living, but his son was ably continuing his work. Like the first Thomas Morrison, the second, or the "Bailie" as he was afterwards known, was a shoemaker, but again like his father, the awl and the last comprised only a minor part of his existence. His real vantage ground was the public platform.

As a sober man of peace, the Bailie had no sympathy with the more violent popular manifestations of the time. There were two classes of Chartists—the physical force men, led by Feargus O'Connor, who advocated armed revolution—and the moral-suasionists, who believed that the necessary changes could be secured, as most political reforms had been obtained in Great Britain, as the outcome of orderly, peaceful discussion. Thomas Morrison was a leader of the latter group.

The time presently came, however, when Dunfermline and the Carnegie family lost interest in the riots, the Chartist meetings, even in their anti-war demonstrations. As the forties dragged along, life meant one thing and one thing only, to the city's several thousand weavers. The all-absorbing concern was now the next day's food.

On every hand factories were rising that more than threatened to reduce the workers of an ancient craft to starvation. In these a boy or girl could perform the labor of many men. The transformation was not only industrial but social. Up to that time, the handloom proprietor had been an intelligent, self-respecting worker. He had owned himself, had been subject to the orders of no proprietor; his loom shop had represented his own kingdom; he had bowed the knee to no man.

The new system demanded that he surrender this proud position, that he become, as the weavers themselves expressed it "the servitor of the manufacturers." But for the great majority the change meant more than the loss of independence. The factory system could absorb only a fraction of the several hundred thousand handloom weavers in Great Britain.

The winter of 1847-48—the last the Carnegie family spent in Scotland—witnessed the extreme of suffering. In its long

history Great Britain had experienced few such crises as this; three hundred thousand people died of starvation in Ireland alone. The local chroniclers of Dunfermline furnish many details of the prevalent distress.

The crisis was precisely the kind to put the resourceful spirit of Margaret Carnegie to its mettle. Andrew used frequently to tell of the night when his father, after a hard day's tramping the streets, returned home in despair. "Andra," he said, "I can get nae mair work."

Then one of the precious looms was sold. It had cost about twenty pounds—and brought only a few shillings. It kept the family in necessities for a brief period; and then a second went the same way. In a comparatively short time all four looms, which the weaver loved almost as tenderly as his children, had disappeared.

By this time Margaret Carnegie was hard at work. The family moved to another house in Moodie Street. In the front room, she established a little shop. In this way the mother kept the family in food and Andrew in school. But what of the future? What was to become of the children? That was the problem constantly troubling her soul. What chance was there in the Scotland of that time? Evidently the weaver's career, which had sustained the Carnegies for generations, was definitely closed; she knew that the new order, for good or ill, had come to stay.

Already two sisters and a brother had pointed the road to possible escape. Several years before, the three with their families had left Dunfermline and settled in the New World. Sisters Kitty and Anna—Mrs. Thomas Hogan and Mrs. Andrew Aitken—had made themselves a home in Allegheny, Pennsylvania, while brother William Morrison had found prosperity on a farm in Ohio.

It is not fanciful to imagine Margaret Carnegie sitting in her shop, reading over and over the letters she received from these adventurers. Several of these letters are preserved in Andrew Carnegie's papers. They give a stimulating picture of a group of Scottish immigrants forging ahead in what was then a frontier country. Yellow with age, almost in tatters

from constant handling, * * * they yet reveal in every line, courage, and strength, and high purpose.

That Margaret Carnegie had meditated a "flitting" from Scotland for some time, is evident from the earliest letters dated October, 1840. But it was not until May, 1848, that the decision was made.

The Carnegie party left Dunfermline, in the omnibus that ran to Charleston, the seaport on the Firth of Forth. William, Margaret, the two boys, Andrew and Tom—the latter a beautiful child, five years old, Doddie, Uncle Lauder, Uncle Tammy, and a few friends.

One member grieved almost as much as the father over the abandonment of his early home. This was Andrew. All attempts to pacify him failed. The twelve year old boy stood at the end of the omnibus and kept his eyes fixed on Dunfermline until the city disappeared under the hills. The last thing he saw was the Abbey Tower, with the huge stone letters shining in the morning sun, "King Robert the Bruce." When these words finally disappeared, Andrew waved his hand in farewell, and burst into tears. "Bruce's monument," he wrote fourteen years afterward, in a letter to George Lauder, Jr., "I remember that was the last thing I saw of Dunfermline, and I cried bitterly when it could be seen no more."

Reaching Charleston, the voyagers took a little steamer across the Forth to Edinburgh, and went by canal to Glasgow. The sight of these cities and the historic scenes through which they were passing, temporarily revived Andrew's spirits, for then, as always, his emotions quickly changed from despair to exhilaration.

The party sailed early in the morning on May 19, 1848, from the Broomielaw in Glasgow. The ship was the *Wiscassett*, an old whaling schooner built in Maine, now square rigged for the merchant service.

On the dock for the final parting, stood Doddie, Uncle Lauder and Uncle Tammy, the latter, as always, in frock coat and top hat, leaning upon his mighty walking stick.

Just before embarking Andrew broke down again. Spying



MARGARET MORRISON CARNEGIE

(1810-1886)

Mother of Andrew Carnegie. A photograph
taken about 1863.

Uncle Lauder, he ran to him, threw his arms around his neck and cried, "I canna leave ye! I canna leave ye! One of the sailors was obliged gently to pry the child's arms away from the older man. Finally, with a favoring wind, the Wiscasset began its slow progress down the Clyde.

"* The arrival in New York was bewildering. I had been taken to see the Queen at Edinburgh, but that was the extent of my travels before emigrating. Glasgow we had not time to see before we sailed. New York was the first great hive of human industry among the inhabitants of which I had mingled, and the bustle and excitement of it overwhelmed me.

"My father was induced by emigrant agents in New York, to take the Erie Canal by way of Buffalo and Lake Erie to Cleveland, and thence down the canal to Beaver—a journey which then lasted three weeks, and is made today by rail in ten hours.

"There was no railway communication then with Pittsburgh, nor indeed with any western town. The Erie railway was under construction and we saw gangs of men at work upon it as we traveled. Nothing comes amiss to youth, and I look back upon my three weeks as a passenger with unalloyed pleasure. All that was disagreeable in my experience has long since faded from recollection, excepting the night we were compelled to remain upon the wharf-boat at Beaver, waiting for the steamboat to take us up the Ohio to Pittsburgh.

"This was our first introduction to the mosquito in all its ferocity. My mother suffered so severely that in the morning she could hardly see. We were all frightful sights, but I do not remember that even the stinging misery of that night kept me from sleeping soundly. Our friends in Pittsburgh had been anxiously waiting to hear from us, and in their warm and affectionate greeting, all our troubles were forgotten."

* From the Autobiography of Andrew Carnegie.

CHAPTER IV

ARRIVAL IN AMERICA

The place to which they came, after a tedious voyage of nearly three months by sea and land, was a rough and primitive town and its rapid growth, revolving about its supplies of iron and coal, had provided an outward view not grateful to the artistic eye.

In Andrew's boyhood Allegheny was celebrated for its mud, its floods, its periodical fires, and its frequent visitations of cholera.

Rebecca Street, where the Carnegies spent their first years, was perhaps even more ramshackle and more muddy than the rest of the town. It was part of a district that straggled along the water front, and every rising of the river—and overflows were constantly taking place—inundated the neighborhood.

The Scottish thrift of the Hogans (Mrs. Hogan was a sister of Mrs. Margaret Carnegie) had already provided them a simple but decent home. They were the contented possessors of a small, two-storied frame house on Rebecca Street; in the rear, abutting on an alley, stood a smaller structure, which served as loom shop and living quarters for Andrew Hogan, a brother.

The Dunfermline pilgrims were now installed in Andrew's quarters. William Carnegie succeeded to Andrew Hogan's loom and was soon industriously weaving table-cloths of checker board pattern.

Andrew secured a job as bobbin boy in a cotton mill at \$1.20 a week. In the Blackstock cotton mill, Andrew began his business life at the bobbin wheel.

Most of the urchins of the neighborhood, who became Andrew's life-long friends, had unusual business careers. The

little muddy district turned out to be a nursery of millionaires and public leaders.

Perhaps the fact that nearly all were Scots, or of immediate Scottish origin, may explain their success in life. One was Robert Pitcairn, who became Vice President of the Pennsylvania Railroad; another was David McCargo, likewise a railroad man, the main force in building up the Allegheny Valley Railroad. Another was Henry W. Oliver, who left a great fortune made in the northwestern ore fields which he did so much to develop.

His mother's brother-in-law, Uncle Andrew Hogan, was an intimate friend of David Brooks, manager of the telegraph office recently opened in Pittsburgh. Mr. Brooks offered Andrew a position as messenger at \$2.50 per week. This was accepted gratefully and became a turning point in his life.

"And that is how," he said afterwards, "I got my first real start in life. From a dark cellar, running a steam engine, begrimed with coal dirt, without a trace of the elevating influences of life, I was lifted into Paradise, yes, Heaven, as it seemed to me, with newspapers, pens, pencils, and sunshine about me."

James D. Reid, a native of Dunfermline, was superintendent of the line; as the business increased, more messengers were required and Andrew secured these jobs for his friends, Robert Pitcairn, David McCargo, and Henry W. Oliver, all of whom later became outstanding leaders in railroads and the iron and steel industry.

Mr. Reid had them clothed in dark green uniforms, and they became familiar sights in the streets. The following letters are illuminating:

To George Lauder, Junior.

Pittsburgh, Sunday, June 22, 1851

My dear Dod,

* * * I have been away from home for 2 weeks past. I was at Greensburg, a small town about thirty miles from here, taking charge of the office, the operator going away on a visit.

* * * I heard Jenny Lind sing when she was here, the telegraphers being admitted free. She is the strangest woman I ever heard of. When I heard her, I thought, Oh if she would only sing some Scotch songs, if she would give us "Auld Lang Syne" I would have been better pleased than with all the others put together.

I have got past delivering messages now and have got to operating. I am to have four dollars a week and a good prospect of soon getting more.

* * * We will soon be surrounded by Railroads here. There are two different ones now laying the tracks in the city, one from the far West and the other from Philadelphia. We will also have another telegraph line in August, one line not being capable of doing the increasing business.

* * * I think an engineer is about the best trade you could learn and if ever you come to New York, I will certainly come to see you. I feel confident I will see Dunfermline again for I can easily manage to save as much money if I behave well * * *

Hoping to hear from you soon I am as ever Your Only
Naig.

To George Lauder, Senior
Pittsburgh, March 14, 1853

Dear Uncle:

* * * I have some news to tell you. I have left my old place in the telegraph office and am now in the employ of the Pennsylvania Railroad Co., one of (if not the very first) three leading roads from our Atlantic cities to the great west.

It forms a continuous line from Philadelphia to Pittsburgh and here connects with the western roads and the Ohio River. Mr. Scott, the Sup't of it, with whom I became acquainted while in the office by often talking for him on business by telegraph, offered me 35 dollars per month to take charge of their telegraph office which the company has in this city for its own exclusive use, and also to assist him in writing and auditing accounts, which I accepted.

The Teleg. Co. would have increased my salary to \$400.00 per year if I had remained there but we all thought that the

new situation held out better prospects for the future.

I resigned my position on the first of February and have been employed in my new place since that time. I am liking it far better than the old one. Instead of having to stay every night till 10 or 11 o'clock, I am done every night at six—which is a great advantage—and am not so much confined.

Although I thought my old berth a very good one for the present, still for the future I felt it did not hold out great inducements. I must always have been an employee, and the highest station I could reasonably expect to attain to was manager of an office with seven or eight hundred a year. I had begun to think that if another situation would turn up which would be better for the future, I would accept it, even though the salary was less than at present, when Mr. Scott (without any application) offered me my present berth.

He is having an office fixed up for his own use and I am to be along with him in it, and help him. I have met with very few men that I like so well in this country—and I am sure we will agree very well. There is not much telegraphing to do but it is necessary for them to have an office. The line runs along the R.Road and as there is only one track laid there yet, the time the different trains pass the stations must be known. * * * * *

Your much indebted nephew
Andw Carnegie

"I could not imagine," Mr. Carnegie would say afterward, "what I was ever going to do with so much money." And thus in a short time the young man found himself installed as Mr. Scott's satellite in the Pennsylvania system, Andrew and his hero occupying the same office in the old "outer depot" of Pittsburgh. In railroad circles he became known as "Scott's Andy"—a title in which he took the greatest delight, himself recording his exultation when, one day, J. Edgar Thomson, the President of the Pennsylvania, put his head through the door, looked at the small figure, and asked, "Are you Mr. Scott's Andy?"

That the experiment turned out happily is plain from his

successive promotions. Scott spent three years in the Pittsburgh office and then moved to Altoona as General Superintendent. Andrew accompanied him in the capacity of right hand man and when, in 1859, Scott became Vice President of the Pennsylvania, practically his first official act was the appointment of him as Superintendent of the Western Division. He spent twelve years as an active railroad executive, under the immediate supervision of the man whose far-reaching genius has had so profound an influence on railroad transportation in this country.

In this railroad career he manifested certain outstanding traits that had marked him even as a boy. Among these were quickness of decision, assertiveness, absolute confidence in himself, and a willingness to accept responsibility that amounted to little less than audacity.

Probably these characteristics first attracted the attention of Mr. Scott; at any rate, Andrew had labored with him only a short time when he displayed his audacity to a degree that at first appalled even a man so daring as his chief.

A serious accident had delayed the Western express train; the eastern train was slowly creeping from station to station, a signal man on every curve. All along the entire line in both directions, freight trains were standing on the sidings. Not one could move without telegraphic orders from the superintendent, and Mr. Scott was nowhere to be found.

The young man debated the question for only a few seconds, although he knew that the slightest mistake on his part might plunge the whole system into even greater disorder and entail frightful consequences.

He knew precisely what action Mr. Scott would take under the circumstances, and in the absence of his superior, regarded himself as his appropriate representative. Making one of those quick decisions for which he was afterward so famous, he wrote a sheaf of telegrams, instructing the conductors of all the freight trains to resume operation and giving minute directions as to how to proceed, and, boldly signing the messages "Thomas A. Scott" sent them on their way.

For an hour or two he sat at his instrument directing the movement of trains, carrying freight after freight from station to station, not ceasing his vigilance until the whole Pennsylvania system was articulating with its accustomed smoothness.

At this point Mr. Scott entered the office. Andrew explained his action, and handed him a mass of telegrams, which gave the position of every train on the line. "All was right" says he, relating the incident. "Mr. Scott looked in my face for a second. I scarcely dared look in his. I did not know what was going to happen. He did not say one word, but again looked carefully over all that had taken place. Still he said nothing.

"After a little, he moved away from my desk to his own, and that was the end of it. He was afraid to approve what I had done, yet he had not censured me. If it came out all right, it was all right; if it came out all wrong, the responsibility was mine. So it stood, but I noticed that he came in very regularly for some mornings after that."

The same evening, Scott remarked to one of his own associates: "Do you know what that little white-haired Scotch devil of mine did today?"

"No."

"I'm damned if he didn't run every train on the division in my name without the slightest authority."

"And did he do it all right?"

"Oh, yes, all right!"

* * * His first investment was his purchase, at the age of twenty, of ten shares of Adams Express Company stock.

* * * Looking over these withered papers one day, when an old man, he wrote upon them the following inscription and tenderly placed them among his treasures: "Cannot destroy. Father and Mother. The papers connected with my first investment. Mother got the money by mortgaging our home, also giving the Express stock as collateral. A. C. Dungeness, February 25, 1905."

* * * Hardly had the guns at Fort Sumter subsided when the Secretary of War, Simon Cameron, summoned Thomas

A. Scott to Washington and placed upon his shoulders the responsibility of organizing railroads and telegraphs for the impending struggle. Scott accepted the post, at the same time requesting President J. Edgar Thomson, of the Pennsylvania, to detail Andrew Carnegie as his assistant.

His work was that of perfecting the initial organization, for other duties in connection with Mr. Scott's office soon sent him afield. He established an office in Alexandria, Va., which had become the great central point for repelling the expected attack on Washington.

The enemy had wrought destruction in this territory, especially on the railroads, bridges, and telegraphs that were indispensable to the operations of McDowell's forces. For more than six weeks, he and his crew worked day and night repairing the damage and building connecting lines.

His position during the battle of Bull Run, was in the telegraph office at Burke's Station, about five miles from the battlefield. His duty was despatching troops to and from the action.

"I loaded train after train of poor wounded volunteers," he said. "The rebels were reported to be close upon us and we were finally compelled to close the Station, the operator and myself leaving on the last train, where the effect of panic was evident on every side."

In 1863, that Lee was preparing an invasion of Pennsylvania was well known. The capture of Pittsburgh would have greatly weakened the Union cause as it was one of the main sources of war munitions and an important railroad center.

In June, Secretary Stanton telegraphed that the city was in immediate danger, and all able-bodied men turned out to throw up entrenchments. The Union victory at Gettysburg presently ended the excitement.

A letter to George Lauder recalls this threat to this almost forgotten episode in Civil War history.

Pittsburgh, June 21, 1863.

My dear Dod:

You will see by the newspapers that Pittsburgh is busy

fortifying; 6800 men (volunteers) have been at work all week. We will not quit until the city is surrounded by formidable works, and then we are secure from the Rebel raids. The last one so far is a perfect fizzle and it now looks as if Lee will make no serious advance.

I hope all our friends are by this time convinced that the government has not exhausted its resources. We have today in Pennsylvania, over thirty thousand volunteers armed and equipped, called together in less than three days, and it is this upheaval that compels the rebels to retreat to Virginia. I have orders from Major General Brooks to refuse to bring more men in—he has too many now.

Of course I am as certain as ever that the Government is to emerge triumphant and slavery to go down. I look back to Britain's history, know that America is of the same blood and await the result with the greatest equanimity. A week, a month, more or less, makes no difference, for what says the poet?

“Freedom's battle once begun,
Bequeathed by bleeding sire to son,
Though baffled oft, is ever won.”

If this is not the fight of freedom, that principle never before required defence, and Bannockburn was a farce, for the question is essentially one of national existence. Wait a little longer!”

* * * * *

Very truly yours,
Naig.

CHAPTER V

AN INDEPENDENT BUSINESS MAN

He resigned from the Pennsylvania Railroad in March, 1865. He was then in his thirtieth year. His business had already been extensive and various. He had been a pioneer in sleeping cars before Pullman. He had made a comfortable fortune in oil when the name of Rockefeller was unknown.

He turned to an industry as old as Tubal Cain. * * * The change from a railroad office to a rolling mill was not an unnatural one. In the fifty years following the Civil War, one half the iron and steel produced in the United States, was consumed by railroads.

His interest in iron came as a result of one of those personal associations which had much to do in determining his career. In Altoona, in 1865, he had become an intimate of "Old Pipe," the ablest mechanic in the Pennsylvania shops. J. L. Piper, J. H. Linville, and Aaron G. Shiffler, operating under the name of Piper & Shiffler, had been building iron bridges for some years. A month after leaving the Pennsylvania, Andrew Carnegie organized the Keystone Bridge Company, which was the Piper & Shiffler concern with new capital, new men and a new name.

Some years prior to this time, he had become identified with the iron business, through his association with Henry Phipps and Thomas N. Miller, who had become partners of Andrew and Anton Kloman. Some differences arose between the partners and Andrew Carnegie was called in as arbitrator. This led to a reorganization of the firm, Thomas Carnegie, his brother, becoming a partner, in the Twenty-ninth St. Mill.

Later, he and Miller erected a mill at Thirty-third St. known as Upper Union Mill. Both of these mills were

acquired by a new company, The Union Iron Mills Company, in 1865.

In 1870, Messrs. Kloman, Phipps, and the two Carnegies organized the firm of Kloman, Carnegie & Company which erected the Lucy Furnace at Fifty-First St., Pittsburgh.

In 1873, the erection of a rail mill was started at Braddock, Pa. and on August 22, 1875, the first blow was made in the Converting Mill. This plant was known as the Edgar Thomson Steel Works, named in honor of the President of the Pennsylvania Railroad Company. It proved to be the greatest earner of any of the Carnegie plants.

In 1883, the Homestead Steel Works were acquired by the Carnegie interests. This plant had been built by the Pittsburgh Bessemer Steel Company in 1881, but, largely due to labor troubles, its operations had not been successful.

The same interests which had built the Homestead plant started to erect a steel plant at Duquesne, Pa., in 1886. It commenced operations in February, 1889; but various difficulties were encountered so that the owners became discouraged and in October, 1890, it was sold to the Carnegie interests for \$1,000,000 in bonds. Within a year, the profits were sufficient to retire the bonds.

For a list of the Carnegie plants as in 1899, see page 28.

* "In the fall of 1895, there was a crisis in the hitherto friendly relations of the makers of steel rails. There had been so-called "pool" agreements, the different mills being allotted various percentages of the total tonnage produced and being penalized at from \$1.00 to \$5.00 per ton on all tonnage shipped in excess of their allotted quota.

"The Carnegie Company had invariably exceeded its quota and always had to pay into the pool monthly, based upon its shipments. There was always more or less suspicion of the different companies making sales at less than schedule prices.

"There was an annual dispute over the allotment of percentages in the pool and Mr. Carnegie was never satisfied that his company was getting what it was entitled to, claiming that we could roll all of the rails that could be used in

* From letter by Lawrence C. Phipps

the United States by reason of our ownership of the Edgar Thompson, the Duquesne, and the Homestead Mills, all of which were essentially rail mills.

"In 1895, our scouts discovered indisputable evidence of the breaking of the existing pool agreement by other mills.

"Mr. Carnegie took the initiative and a strong position in the matter, which resulted in the break in price from \$28.00 to \$16.00 per ton and the booking by his company of an enormous tonnage before the movement was discovered by competitors.

"The advantage of Carnegie management was that, even at reduced prices, a profit could still be made, and decreased earnings were regarded as preferable to suspended operations. It was the recognized Carnegie policy—"Take orders and run full."

Partners Versus Hired Men

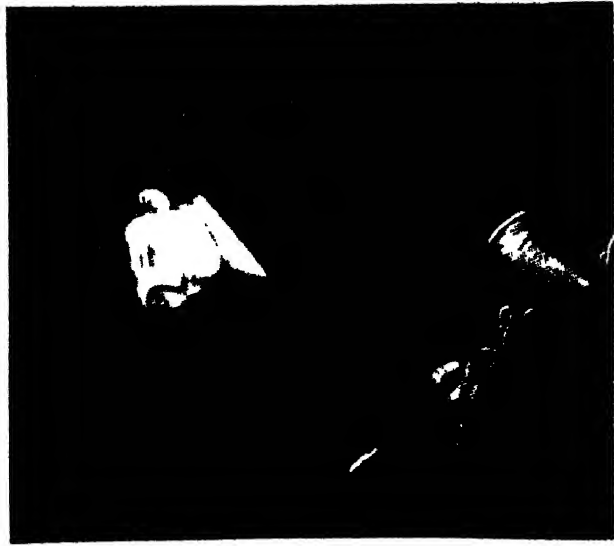
It was this department—the human department—that Mr. Carnegie made his own. All phases of technique he highly esteemed and cheerfully left to others, but the humanization of his now enormous enterprise was regarded by him as his peculiar talent.

"That most complicated of all pieces of machinery, man," he said, "has been my province." Though he liked to glorify a capable assistant as a "genius," he believed profoundly in the average man and took particular delight in discerning ability which the less observant had passed over.

An illustration used in this connection will probably strike the modern corporate era as incongruous. A Gloucester fishing fleet, starting for the Grand Banks, seemed to have discovered the secret of business success. "I never see a fishing fleet sail without pleasure, thinking it is based upon the form which is to prevail generally. Not a man on the boat is paid fixed wages. Each gets his share of the profits. That seems to me the ideal. A crew of employes versus a crew of partners would not be in the race." *

As Captain of the Carnegie fishing fleet, the absent partner,

* Presidential Address, British Iron & Steel Institute, 1903.



MISS LOUISE WHITFIELD AND ANDREW CARNEGIE
AT THE TIME OF THEIR MARRIAGE, APRIL 22, 1887

The portrait of Miss Whitfield is by Sarah MacKnight.

as he is usually referred to in the minutes, occupied a mighty eminence. The majority ownership gained in the eighteen seventies, when panic stricken partners insisted that he assume their interests, was never surrendered. All he retained was something in excess of half, dangling the other half as a tempting bait before the eyes of his co-workers, using it to spur them to their finest efforts, and above all to bind them inalienably to the firm.

This latter gain was one of the greatest the partnership system had over the corporation. "A man who is a partner is fixed for life. It is a steady thing. A man may buy stock today and sell it tomorrow. It is mobile and it does not tie his name to it and his life to it." **

"He seems alarmed about matters," Mr. Carnegie wrote, referring to an associate who had criticised him for "undue generosity" to budding genius. "Thinks we give young men interests unnecessarily large, and favors 'getting in capital' (that is, selling stock to outsiders). In other words, he would make the firm like a corporation. The secret of our success is that we have done just the opposite and I have written him that, next to taking care of our own families, I think our young partners have the greatest claim on us old fellows, for whom they are working, making fortunes."

The foregoing sketch of Andrew Carnegie's ancestry, early environment, and childhood, condensed from Burton J. Hendrick's "Life of Andrew Carnegie," is presented as a striking example of the truth of the proverb:

"The child is father to the man."

The task of selecting the interesting passages in Mr. Hendrick's book, has been a difficult one, owing to the "embarrassment of riches."

To keep within the limits set for this modest attempt to depict the character and achievements of a man who has made so great an impress on his generation, only brief mention can be made of the outstanding events of his subsequent career.

W.B.D.

** Hearing before Stanley Committee.

Carnegie Steel Company
Property
and
Production Records

In 1901, prior to the organization of the United States Steel Corporation, the properties of the Carnegie Company were as follows:

Edgar Thomson Steel Works and Furnaces,	Bessemer, Pa.
Duquesne Steel Works and Furnaces,	Duquesne, Pa.
Homestead Steel Works,	Munhall, Pa.
Carrie Blast Furnaces,	Rankin, Pa.
Lucy Blast Furnaces,	Pittsburgh, Pa.
Keystone Bridge Works,	Pittsburgh, Pa.
Upper Union Mills,	Pittsburgh, Pa.
Lower Union Mills	Pittsburgh, Pa.
H. C. Frick Coke Company, (Majority Interest)	
Larimer Coke Works,	Larimer, Pa.
Youghiogeny Coke Works,	Douglas, Pa.
Union Railroad Company,	
Slackwater Railroad Company,	
Youghiogeny Northern Railway Company,	
Carnegie Natural Gas Company,	
Youghiogeny Water Company,	
Mount Pleasant Water Company,	
Trotter Water Company,	
Pittsburgh and Conneaut Dock Company,	
Pittsburgh, Bessemer, & Lake Erie R.R. Co.	(Majority Int.)
Pennsylvania & Lake Erie Dock Co.	(43.6%)
N. Y., Penna., & Ohio Dock Co.	(25%)
Oliver Iron Mining Co.	(5/6 Int.)
Metropolitan Iron & Land Co.	
Pioneer Iron Co.	
Lake Superior Iron Co.	(Over 68%)
Security Land & Exploration Co.	(Over 98%)
Pewabic Company,	(50%)
Pittsburgh Limestone Co., Ltd.	(75%)

From a "Prospectus" compiled in 1899.

The production of Coke, Iron, and Steel in March, 1899,
was as follows:

		<i>Gross Tons</i>
Edgar Thomson Furnaces,	9 Stacks,	90,585
Duquesne Furnaces,	4 “	70,261
Carrie Furnaces,	2 “	18,935
Lucy Furnaces,	2 “	6,031
	—	—
Total		185,812

Steel Works

Bessemer Steel		
Edgar Thomson Steel Works,		66,427
Duquesne Steel Works,		53,189
Homestead Steel Works,		31,282
		—
Total,		150,898
Open Hearth Steel		90,088
Homestead Steel Works,		—
		240,986

Total, Steel Ingots,

Rolling Mills		
Edgar Thomson Steel Works,	Rails,	179,256
Duquesne Steel Works,	Billets,	29,315
Duquesne Steel Works,	Sheet Bars,	14,556
Duquesne Steel Works,	Splice Bars,	4,207
Homestead Steel Works,	Blooms & Billets,	95,635
Homestead Steel Works,	Structural,	22,043
Homestead Steel Works,	Plates,	8,651
Upper Union Mills,	Structural,	12,106
Upper Union Mills,	Plates,	8,455
Lower Union Mills,	Structural,	4,374
Lower Union Mills,	Plates,	3,543

Coke Works

H. C. Frick Coke Company,	Net tons,	506,870
Larimer Coke Works,	Net tons,	5,030
Youghioghenny Coke Works,	Net tons,	2,860
		—

Total, Coke, 514,760

Other Departments

	<i>Gross Tons</i>
Edgar Thomson Foundry, Castings,	5,465
Duquesne Steel Works, Finished Splices,	4,114
Homestead Steel Works, Armor Plates,	446
Homestead Steel Works, Rivets & Bolts,	125
Homestead Steel Works, Castings,	152
Homestead Steel Works, Fitted Work,	1,958
Homestead Steel Works, Columns,	635
Upper Union Mills, Rivets & Bolts,	21
Upper Union Mills, Fitted Work,	346
Lower Union Mills, Axles,	2,629
Lower Union Mills, Forgings,	108
Lower Union Mills, Spring Steel,	638
Keystone Bridge Works, Bridge Work,	3,394
Keystone Bridge Works, Castings,	274
Keystone Bridge Works, Rivets,	116

The present output of these works (1899) is at the annual rate of 2,200,000 gross of Pig Iron, Spiegeleisen, and Ferro-manganese; and 2,800,000 gross tons of Steel Ingots, with adequate finishing capacity.

The improvements now (1899) approaching completion, will increase the output to the annual rate of 2,375,000 gross tons of Pig Iron, Spiegeleisen & Ferro-manganese; and 3,150,000 gross tons of Steel Ingots, with sufficient finishing capacity to turn this Steel into Rails, Billets, Structural Shapes, Plates, Railroad Forgings and other merchantable forms.

CHAPTER VI

SALE OF CARNEGIE INTERESTS TO J. PIERPONT MORGAN

"Whenever a nation acquires unprecedented strength, its rivals automatically join in arms against it. Similarly, Mr. Carnegie, by concentrating in his own hands the resources of a continent, had raised an encirclement of foes."

There had been great consolidations of steel plants making different classes of products, such as:

American Steel & Wire Company,
American Bridge Company,
American Tin Plate Company,
American Steel Hoop Company,
Federal Steel Company,
National Tube Company,
National Steel Company,

Each of these combinations had been formed of scattered units which had led precarious existences, price cuttings having reduced them almost to inanition. There seemed to be only one way of escape—the suppression of competition by consolidation of these warring units into large corporations, each of which would be limited largely to one class of product.

Hitherto, most of these scattered units had been heavy purchasers of semi-finished steel from the Carnegie plants, such as rod billets for the wire and nail plants; sheet bars for the sheet and tinplate plants; small billets for the hoop plants; and special blooms for the tube plants.

The American Bridge Company was made up of many bridge plants which had been purchasers of beams, channels, angles, and other forms of rolled steel.

It was the declared purpose of the organizers of these con-

solidations to make all of these forms of steel in their own mills, building new plants where necessary.

This was a direct challenge to the Carnegie Steel Co., and one which could not be treated lightly. Most of the financing of these consolidations had been through the firm of J. P. Morgan & Company.

After conference with his principal partners, Mr. Carnegie prepared to throw down the gauntlet to this powerful financial interest.

"In the case of the Tinsplate Company, as in the case of the American Wire Company, if our President (Mr. Schwab) steps forward at the right time, and in the right way informs these people that we do not propose to be injured, on the contrary we expect to reap great gains from it; that we will observe an 'armed neutrality' as long as it is to our interest to do so, but that we will require this arrangement—then specify what is advantageous to us, very advantageous, more advantageous than existed before the combinations—he will get it. If they decline to give us what we want, then there must be no bluff. We must accept the situation and prove that if it is a fight they want, here we are, 'always ready.'

"Here is a historic situation for the managers to study, Richelieu's advice: 'First; all means to conciliate; failing that, all means to crush!' Shakespeare has it: 'First in your right hand carry gentle peace'; but after peace is gone, the worst policy in the world is 'gentle war.'

"We should look with favor upon every combination of every kind upon the part of our competitors; the bigger they grow, the more vulnerable they become. It is with firms as with nations: 'Scattered possessions' are not in it with a solid, compact, concentrated force."

In June, 1900, Mr. Carnegie cabled from abroad to Mr. Schwab:

"My recent letters predict present state of affairs; urge prompt action essential; crisis has arrived, only one policy open; start at once hoop, rod, wire, nail mills; no halfway about last two.

"Extend coal and coke roads, announce these; also tubes.

Prevent others building; not until you furnish most staple articles can you get business to keep mines and furnaces in full operation; should also run boats from Conneaut to Chicago, even if the costs are high. Never been time when more prompt action essential, indeed absolutely necessary, to maintain property. It will be made poor affair if failure now when challenged; have no fear as to the result; victory certain. Spend freely for finishing mills, railroads, boat lines. Continue to advise regularly by cable."

"Wha daur meddle wi' me?"—this Scottish ballad, which Mr. Carnegie liked to sing, he now proceeded to reduce to unmusical prose. If his campaign had an element of remorselessness, at least he selected, as he usually did, the mightiest of his foes for retaliation. J. P. Morgan was the greatest captain in the financial world. For years the squadrons of money and industry had obediently answered his every nod.

In 1900, he stood at the peak of his power, and that any man, even the greatest American manufacturer, would regard his encroachment in other than a submissive frame of mind, probably never entered his calculations. Possibly Mr. Morgan's far-seeing vision did not perceive, though the truth soon became apparent, that in a contest with Andrew Carnegie, the primary advantage lay on the ironmaster's side. His strength and Morgan's weakness lay in the fact that "it was a contest between fabricators of steel and fabricators of securities; between makers of billets and makers of bonds." *

The reason Mr. Carnegie felt no sense of danger is apparent. Braddock, Homestead, and Duquesne represented the finest accomplishments of engineers; when placed side by side with the creaky mills that Morgan had assembled, several of which dated from the Civil War, they shone to particular advantage.

The Carnegie Company had no watered stock on which dividends must be earned; there was no anxious public watching its ups and downs on the Exchange, and no bankers in the background insisting that these dividends be paid.

Messrs. Carnegie and Schwab now promptly put their heads

* Stanley Committee report on U S Steel Corporation, 1912

together. Mr. Schwab visited Skibo that summer, returning in September full of enthusiasm and projects. About a month after his return, Mr. Carnegie dropped into the Pittsburgh Office, where he found the young man engrossed in blue prints and engineers' drawings.

Plans for a new tube plant embodying all the resources of modern science, were practically complete. Unlike other Carnegie establishments, this new emporium was not to be erected in Allegheny County. On the shores of Lake Erie, almost at the dividing line of Pennsylvania and Ohio, stood the little city of Conneaut—the northern terminus of that Bessemer railroad which, in protest against the exactions of the Pennsylvania, had been constructed a few years before.

Not only was Conneaut Harbor the finest on the Lake, but it formed an almost perfect transportation center to all parts of the United States and, for that matter, of the world. From this point railroads branched off in every direction, and water routes—lakes, rivers, canals—promised the cheapest rates to all markets.

Here the Carnegie agents had purchased five thousand acres stretching a mile along the lake front, and here the tube mill was to be built, at a cost of \$12,000,000. This venture was only the beginning. Land in plenty had been acquired for other “finishing” works—tinplate, barbed wire, nails, and the like. In other words, the Carnegie Company was preparing to manufacture those articles for which it had formerly turned out crude steel, and thus regain the market which was slipping away. A great steel city, not unlike that which afterwards rose at Gary, Indiana, was in process of incubation.

One advantage above all others had led to the selection of the site. Carnegie steamships bringing ore from Lake Superior, were here unloaded, their cargoes then being transhipped, by way of the Bessemer line to the Pittsburgh district. But the location of Conneaut had more charming arguments in its favor. It would obviously be a simple matter to detain a sufficient tonnage of ore at Conneaut for transmutation into steel pipe thus saving the cost of freightage, and securing coke practically free of freight charges

by using the cars delivering ore in the Pittsburgh district.

If ever an aggressive capitalist found himself checkmated, Mr. J. P. Morgan was that man. He said nothing but his associates, when the Conneaut enterprise became known, stormed and abused.

Mr. Carnegie, never especially popular in Wall Street, was now the object of its bitterest attacks. "When Andrew Carnegie gave his approval to the plant at Conneaut," said one observer, "he became at that moment an incorporated threat and menace to the steel trade of the United States."

Mr. Carnegie remained smilingly imperturbable. "I did not leave the National Tube Company" he remarked, "the National Tube Company left me." War? Of course; but had not Mr. Morgan been the original assailant?

Nor was this all; the largest source of revenue of the Pennsylvania Railroad was freight shipped to and from the Pittsburgh district, the Carnegie interests being the principal shippers.

The success of the Bessemer line acted as a spur to additional exploits in the same field. It had given Carnegie products free access to all the trunk lines of the Northwest; it had made possible the location of the proposed tube mills at Conneaut Harbor. It was now to serve as a weapon with which to strike a final blow for supremacy.

Alexander J. Cassatt had signalized his inauguration as president of the Pennsylvania Railroad by obtaining a large interest in its annoying competitor, the Baltimore and Ohio, two Pennsylvania directors entering the one-time enemy's directorate.

There was a popular outcry when news of this transaction reached the public ear; and that it was illegal—a palpable evasion of laws prohibiting the acquisition of competing lines—the Pennsylvania practically admitted a few years afterward by selling its B. & O. stock.

The intimate alliance thus formed between the two trunk lines, both of which tapped the Carnegie works, their tracks actually running through the Edgar Thomson Mill, did not improve the outlook for Pittsburgh shippers. The significance

of "community of interest," so far as Carnegie interests were concerned, was forced home when President Cassatt doubled the rates on all Carnegie shipments to the seaboard. In this connection, the following letter is interesting:

To Charles M. Schwab

Skibo Castle, Ardgay, N. B., 9th October, 1900.

Dear Mr. Schwab:

Will you please have prepared for me a thorough statement of the Railroad situation? Give former rates and present rates, showing percentage of increase. Give this also for Southern district and Chicago district, the idea being to see whether these two competing districts have been similarly handicapped.

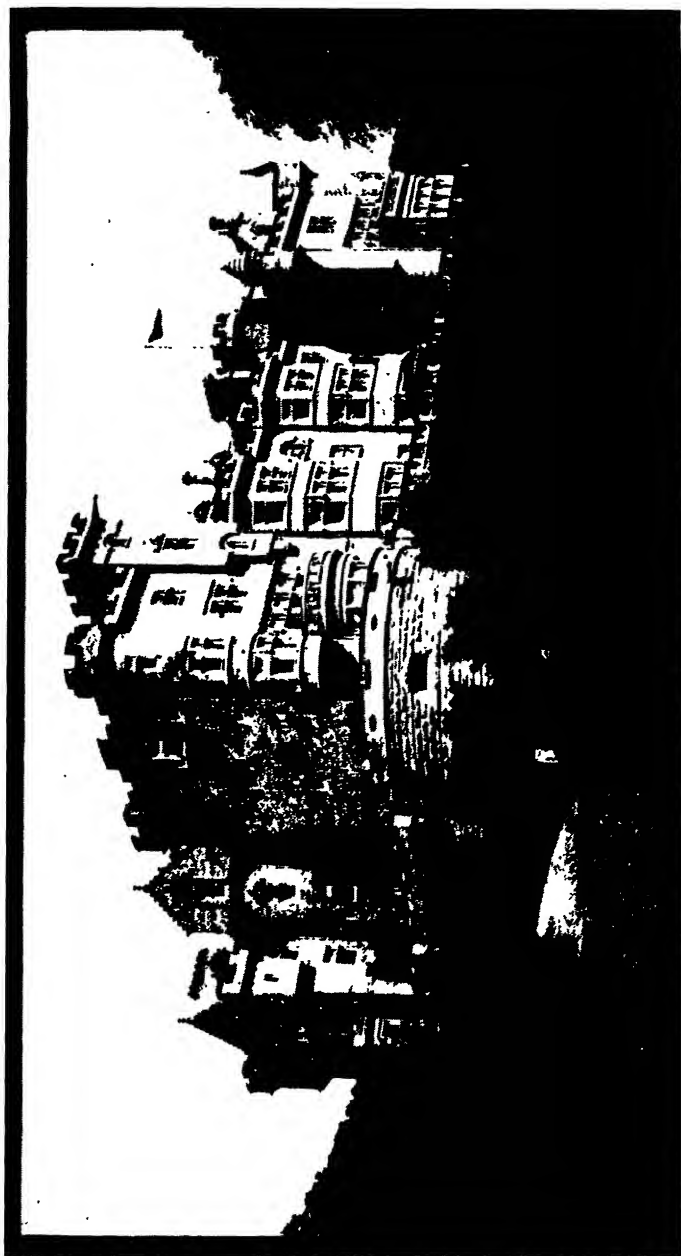
Also statement giving amount of stock held by the Pennsylvania in the Baltimore and Ohio, the New York Central, etc. The report of the Pennsylvania will show this; also that of the New York Central.

Mr. McCague established his reputation with me by getting the secret rates in Chicago. I think it would be well to appoint him in charge of this, and let him ascertain all low rates given to our competitors. He knows how to do it.

Embrace in your papers, a copy of the constitution of Pennsylvania, and a report by our legal department as to whether the Pennsylvania can own stock in a competing line in Pennsylvania, which the Baltimore and Ohio is. I know it cannot obtain control, but a majority of stock is not necessary to do this. A large block of stock voted solidly often controls, and my point is that if President Cassatt were on the stand, he would have to answer: "What was your object in putting the funds of the Pennsylvania stockholders into this foreign railroad?"

He would have to answer, "so that he could influence its rates." In other words, he is trying to evade the Constitution, doing indirectly what he is forbidden to do.

Of course no railroad official will be permitted to sit down and with a stroke of his pen injure, and in many cases destroy the value of all the manufacturing property of a



SKIBO CASTLE, DORNOCH, N. B.

district. No country permits this, and you may be sure ours will not. We can arouse public sentiment to the fighting pitch in three days if we have to.

The Board of Trade in Britain controls the rates, and in every country in Europe, railroad rates are regulated. So they will be with us unless these two reckless men are brought to their senses. I intend to have the Chamber of Commerce of Pittsburgh call a meeting and invite all the manufacturers and business men of western Pennsylvania and Eastern Ohio to attend a mass convention in Pittsburgh, which I will address.

My plan is to appoint a committee to have charge of the matter, employ the highest legal talent and attack the Pennsylvania Railroad for violation of the Constitution, and expose the whole matter to the people.

Imagine the people of Pittsburgh permitting two men, Messrs. Cassatt and Vanderbilt,* to sit in an office and decree that Pittsburgh as a manufacturing center is stricken while other manufacturing centers have the advantage of competing rates. Imagine Mr. Cassatt trying to pass traffic from New York through the streets of Pittsburgh to Chicago, except at pro rata rates. Our traffic passing east and west passes over every mile of the Pennsylvania from Pittsburgh to Philadelphia, through the Pennsylvania's hands. Their traffic from the West to seaboard does the same.

He will carry the Pittsburgh traffic at the same rate per ton per mile as the Pennsylvania receives upon its Western traffic. I have no doubt about this. Pittsburgh has suffered long enough. She need not suffer a day, she has the remedy in her own hands.

There is no legal right which the Pennsylvania Road has, to charge us more per ton mile for our traffic passing over its entire line from Pittsburgh to Philadelphia, than it charges upon Western grain and other traffic passing from Chicago to the seaboard. Nor will the Pennsylvania Road be permitted to do this if I can stop it, and I think I can.

Of course all this is for ourselves. The plan will be to ap-

* William K. Vanderbilt, head of the New York Central interests.

point a committee and ask an interview with the Pennsylvania officials and lay our case before them, making no threats, but using every effort to arrive at a just settlement. Failing that, we will teach Mr. Cassatt and Mr. Vanderbilt a lesson. The public is in no condition to stand the Pennsylvania Railroad attempting to bottle up Pittsburgh again.

What you well said when here, Mr. Cassatt's action is the most serious blow we have ever received, and it is a life and death struggle. If we are to be at the mercy of any one man, our property is not worth having.

The deliverance of Pittsburgh is my next great work, and this time it will be thoroughly done, once for all, if I live. I did think that Mr. Cassatt had had one lesson that would serve him all his life, but he seems to have a short memory. But I have great hopes, let me tell you, of our coming conference with him. He is a clever, able man, has a versatile brain. He has hastily assumed that he could make what rates he pleased through combination with competing lines. That the public will not stand.

Very truly yours,

Andrew Carnegie.

P.S. Please have all the documents ready for my address when I arrive, as I do not wish to lose a day. We must strike while the iron is hot. I hope the surveys for our line to the coke regions, are going forward.

That Mr. Carnegie had other resources than mass meetings, the final sentence in the above postscript shows. He had already secured access to the Lakes by building one hundred and fifty miles northward to Conneaut; by building one hundred and fifty-seven miles from Pittsburgh to Cumberland, Md., connecting there with the Western Maryland, Pittsburgh traffic would obtain access to the Atlantic.

"Schwab's dinner here remarkable," Mr. Carnegie wrote George Lauder, December 8, 1900. "Mr. Smith tells me that every one invited has accepted, and really the biggest men in New York. He is a favorite indeed! This makes him all the more valuable to us. I'm greatly pleased. I am going up for

an hour. I must be at the dinner of the Pennsylvania Society to speak on Industrial Pennsylvania."

Mr. J. Edward Simmons, Mr. Charles Stewart Smith and a group of New York bankers had visited Pittsburgh, inspecting what was to them an unknown world—a huge steel works in operation—and received royal entertainment from Mr. Schwab.

In return for this courtesy, Mr. Simmons and Mr. Smith had arranged a dinner for him at the University Club, on December 12th. About eighty guests were present, including practically all the leaders of industry and finance in New York.

Mr. J. Pierpont Morgan, the most distinguished of this impressive company, was appropriately placed at the right of the guest of honor—a collocation not lacking in a certain piquancy. Here was the leader of American money, then in his prime and at the crest of his power—a power most recently signalized by his invasion of steel—in amiable conversation with the young man—Schwab was then thirty-eight—who was generally supposed at that moment to be planning enterprises that might have an unsettling effect upon the Morgan régime.

This note was further accentuated when Mr. Schwab rose to speak. The after dinner qualities that have since become widely known, never appeared to better advantage. His topic was the one that had formed his daily occupation since the era of Captain Bill Jones. "He started out by saying," remarked Judge J. H. Reed years afterward, "that he could not talk about anything but steel. I remember that because he always starts every speech that way."

Suave as the oration was, its dominating idea implied a severe criticism of the conceptions that had guided Wall Street's interposition in the steel trade—an encroachment in which the chief listener, intently absorbing every word, his lips abstractedly cudgeling an unlighted cigar, had been the most conspicuous innovator. The tendencies brought in by the Morgan leadership—Schwab did not mention names, but that was what the analysis signified—must give way to a

new, even a more intelligent programme.

The speaker then took the assembled bankers up to the mountain top and spread before their startled eyes, the splendor of his universe of steel; the already demonstrated leadership of the United States, the comparative littleness of its chief rivals, Great Britain and Germany, were used to point the all important truth—that the future of steel was an American preserve and that America's natural resources were something no other country could hope to emulate.

Yet the problem of ultimate economies and the consequent reduction of prices remained. In cheapening costs, the Carnegie firm had gone far, but the lowest possible level had not yet been achieved. In what line could savings be still further introduced?

In one respect the final word had been said. Mr. Schwab did not see how new machinery or new chemistry could add much to the expertness of the plants already in operation. If cheaper steel were to be made, other reliances than improved technique must be devised.

One field remained in which there was abundant room for improvement: that of organization and distribution. Specialization of itself would accomplish great savings. The same mill too frequently turned out a dozen different articles. Suppose it should limit its activities to a single "line," that one plant make rails, another structural steel, another beams, another columns, another cars, another wire, and so on?

Millions in profits would result from such a revolution. One third of the price of steel was transportation—the labor comprised in getting the product from mill to consumer; here was another opportunity for progress.

The judicious selection of sites would save vast profits that were being wasted. Most existing plants were badly located; they had been apportioned in haphazard fashion, in the infancy of making and marketing steel; readjustment along this line would similarly benefit the public.

The same keynote formed the guiding inspiration of the whole address. American steel, highly developed in artisan-ship, had made merely a beginning in organization.

How was this indicated goal to be attained? No existing concern, great as certain ones might be, was sufficiently large to accomplish the ends in view. The Carnegie Company had recently discovered its own incompleteness. It turned out vast tonnages in bulk, but was not equipped to transform crude metal into articles of daily need. Only a corporation larger than any then existing, encompassing all kinds of mills, all kinds of finishing plants, all kinds of ore fields and transportation lines, could achieve that degree of integration which would place the industry on a really scientific basis.

But the type of amalgamation which had recently become so familiar would not do; Mr. Carnegie, himself, could not have assailed the "Trust" of the day more severely than his disciple. The prevailing formula—acquiring a monopoly, restricting output, and increasing prices—was little less than an industrial crime.

The era of pools, trade agreements and the like was gone, never to return. The ambition of such a consolidation as Mr. Schwab had in mind, should be to put prices down; and economies brought about in the way briefly described, would accomplish this reduction.

Perhaps the more cynical of his audience regarded these statements as the ebullitions of youth, yet twenty years afterward, the Supreme Court refused to dissolve the United States Steel Corporation on the ground that it was not a monopoly, that it had not suppressed competition or indulged in the vicious practices against rivals that had too frequently marked the course of American business, and that—after a preliminary sinning, it must be granted—it had ended pools, secret understandings, and similar methods of restraining trade.

That the speech profoundly impressed Mr. Morgan was clear. After the cheers had subsided, he took Mr. Schwab by the arm and led him to a corner. For half an hour, the two men engaged in intimate conversation. The banker had a hundred questions to ask to which Mr. Schwab replied with terseness and rapidity. The germ that resulted in the world's largest corporation, had been implanted.

Morgan's first step was to send for John W. Gates. "Do you think the Carnegie properties can be acquired?" he asked. Gates regarded this as quite possible. Then he added: "there is only one man who has any influence with him and that is Charlie Schwab." Morgan asked Gates to arrange a meeting.

When Gates telephoned Pittsburgh and asked Mr. Schwab to come to New York—"Mr. Morgan wants to see you and the matter is important"—there was some hesitation. Mr. Carnegie and Mr. Morgan were not on cordial terms, the steel man's denunciation of Wall Street, his refusal for years to be swept within its orbit, and his recent railroad and tube plans, not being regarded as a friendly spirit.

Would a confidential meeting with Mr. Morgan not involve disloyalty to Mr. Carnegie? Gates resolved the matter by proposing an "accidental" confrontation. Could Mr. Schwab not drop in casually at the Bellevue Hotel in Philadelphia on a particular day? Possibly Mr. Morgan might be there and the two men could have an informal chat.

Mr. Schwab accepted the suggestion, but when he arrived for his unpremeditated rendezvous, no Mr. Morgan was to be found. Instead there came a telephone call from New York. A snowstorm was raging. Mr. Morgan was laid up with a cold and, under his doctor's orders, could not leave the house; but he hoped that Mr. Schwab would come to New York and meet him at his home—a plea of invalidism in which the younger man acquiesced.

The next scene was enacted that same evening in the Morgan library. Here extremes met—medieval Europe with its art treasures and books, and bustling America with its steel, its railroads, its iron mines, and figures so distinct and yet so representative as the four assembled at the session, Messrs. Morgan, Schwab, Gates, and Bacon.

Each of the participants embodied the forces that were making the modern American world. At the head stood Mr. Morgan, gruff in speech, his eyes searching as he put his questions, yet feeling his way in what was for him an unknown land.

There was an underlying dissatisfaction, perhaps a touch of suppressed anger, natural enough in a man who was dealing, possibly for the first time, with conditions not entirely under his own control. Dependence on others he could not be expected to enjoy.

Mr. Morgan's fondness for surrounding himself with attractive men was well known, and for several years Mr. Bacon added this essential charm, as well as a sound ability, to the corner of Broad and Wall Streets, as he did afterwards to the Secretaryship of State and the French Ambassadorship. His attitude this evening was not aggressive; he was rather the observing diplomat; he was cautious, not entering with zeal into a proposal which he regarded as too big, even for the House of Morgan. His serious work was to come later, not with the Carnegie interests but with the others that were absorbed.

In this all night symposium, Messrs. Morgan and Schwab did most of the talking. "I have asked you to come here" Mr. Morgan began, "to tell me again the things you spoke about the other night, only in greater detail." Mr. Schwab complied. He had brought statistics on the companies which were essential to the new amalgamation, and for several hours he set forth, in encyclopaedic exhaustiveness, all the information he had gathered about steel in the preceding twenty years. Long before he finished, Mr. Morgan had become convinced. The time was evidently ripe for a company like the one forecast a few evenings before.

Any such undertaking without the Carnegie interests as nucleus would be absurd—that question was too obvious to be discussed. Some years afterward, a humorous observer described the position in which Mr. Morgan found himself at this crisis. "The cooks discovered that they had prepared and were ready to bake the finest plum pudding ever concocted, but that Mr. Carnegie had all the plums." No such undignified language was used on this solemn occasion, yet the idea was present in everyone's mind.

There was another question at issue—not so simple: What other concerns should be invited to participate? Mr. Schwab

had already settled that matter. No attempt should be made, he said, to bring under one domination, all the great steel centers of America. The Carnegie and the Federal would form an adequate substratum.

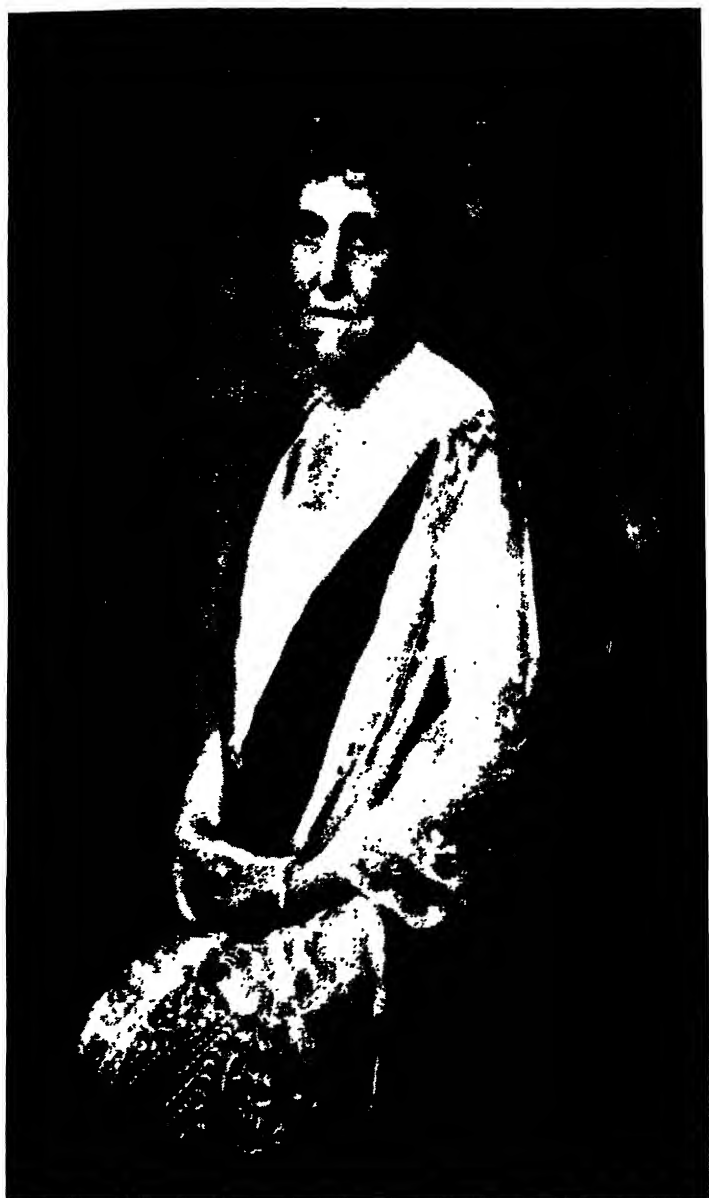
The facilities of other companies duplicated, though in smaller degrees, those of these two companies, and to acquire them would add nothing to the symmetry of the scheme. But neither Carnegie nor the Federal, except to the extent already indicated, finished their products. There should therefore be added all the "Americans"—Tin Plate, Hoop, Sheet Steel, Bridge, Steel and Wire—that transformed the crude steel into retail articles. And of course, Mr. Morgan's favorite company—the National Tube—would be needed.

The program outlined by Mr. Schwab was, in virtually all respects, the one that went into effect. On this fateful evening, he gave Mr. Morgan a memorandum stipulating precisely what should be paid for each of the constituents of the new organization; and these figures, with one exception, were the ones adopted. The United States Steel Corporation was born that snowy night, in the Morgan Library.

The sun was now streaming into the library windows, the deliberations having lasted from nine o'clock in the evening until dawn. Mr. Morgan brought matters to a close by rising. "Well," he said to Mr. Schwab, "if Andy wants to sell, I'll buy. Go and find his price."

That Mr. Schwab was really dubious about the success of the proposal, is evident from his first move after being entrusted with this mission. Intimate as were his relations with Mr. Carnegie, and familiar as he was with his personal ambitions, he clearly regarded this as a delicate proceeding, in which caution was required. He was even a little nervous as to how the veteran would receive the news that the President of the Carnegie Company had, entirely without his knowledge, been negotiating with the enemy—for that was unquestionably the position Mr. Morgan then occupied.

Mr. Schwab therefore presented the matter in the first place to Mrs. Carnegie. No one sympathized more keenly with Mr. Carnegie's plans for disposing of his wealth than



MRS. ANDREW CARNEGIE

his wife; and, as Mr. Schwab anticipated, Mrs. Carnegie proved a ready convert. She suggested that Mr. Schwab make an appointment for golf at St. Andrew's Club, north of Yonkers—a secluded spot that for years had been a favorite place of retreat and recreation. The following day the two men had a round, after which they adjourned for lunch and Mr. Schwab made a confession of his meetings with Mr. Morgan.

Mr. Carnegie's first response was cold and unenthusiastic. The moment of escape which he had anticipated for many years was now at hand, yet he shrank from a decision. He wished to sell and at the same time he was extremely reluctant to do so. Mr. Schwab's arguments appealed to his reason and to his inclinations, but the emotional side, equally strong with him, made him hesitate. The steel campaigner of forty years now, at the hour of his greatest triumph, presented a pathetic picture.

The suggestion of giving up the fortress was visibly shocking and for a time he sat silent and brooding, showing no disposition to canvass details. Presently he pulled himself together. He wished a night to ponder the matter. Mr. Schwab was requested to call next day at the New York home, and meanwhile to formulate his own estimate of a fair asking price, Mr. Carnegie adding that he would also turn this vital point carefully over in his mind.

There were outstanding \$160,000,000 in Carnegie bonds and \$160,000,000 in stock. The New Morgan Corporation—yet unnamed—was asked to exchange its bonds for Carnegie bonds on an equal basis. For each share of Carnegie stock, \$1,000 par, it was to issue \$1,500. Thus no premium on Carnegie bonds was exacted, but a fifty percent increment was demanded for Carnegie stock.

After a few minutes' discussion, Mr. Carnegie took a sheet of paper and, with a lead pencil, jotted down these terms. Mr. Schwab was directed to take that informal document to Mr. Morgan. The greatest commercial transaction in the history of the world was agreed upon in this simple, direct, and uncontentious fashion. Mr. Carnegie said, "That's what

I'll sell for," and Mr. Morgan, glancing at the paper, replied, "I accept." There was no diplomacy, no haggling, no bidding up, and no bidding down.

No meeting between the two men most intimately affected was at that time necessary. The negotiations from first to last, were in the hands of Mr. Schwab. For Mr. Morgan, indeed, there still remained plenty of work; there were eleven other companies to be brought within the fold and the labor involved in these transactions, and the details of launching the enterprise extended over two months.

Though Messrs. Carnegie and Morgan never met to discuss the terms of sale, Mr. Morgan not unnaturally desired to have a few words with the man who had proved so formidable a foe and with whom he had now reached so friendly an agreement.

One day, several weeks after the negotiations had ended, Mr. Carnegie's telephone rang. Would he come down to Wall and Broad Streets for a little talk? As Mr. Carnegie was older than Mr. Morgan, this invitation seemed unbecoming. "Mr. Morgan," he replied, "it is just about as far from Wall Street to Fifty-first as it is from Fifty-first to Wall. I shall be delighted to see you here any time." In a brief period, Mr. Morgan appeared at the Carnegie home. The ensuing conversation was pleasant and satisfactory. Mr. James Bertram, Mr. Carnegie's secretary, timed the interview, taking out his watch. Mr. Morgan emerged after precisely fifteen minutes had elapsed. So little time did two great men require to discuss a matter involving over \$400,000,000!

The parting was good-natured. At the door, Mr. Morgan grasped Mr. Carnegie's hand. "Mr. Carnegie," he said, "I want to congratulate you on being the richest man in the world!"

A few days afterward, Mr. Morgan awoke to a startling discovery. This understanding had been reached in so casual a fashion that no legal papers had been signed. He summoned his own counsel, Mr. Francis Lynde Stetson, and Mr. Carnegie's lawyer, Judge J. H. Reed.

"Do you realize what I have done?" he said. "I have sold

the Carnegie Company short." He had organized the United States Steel Corporation, brought together all the other subsidiaries, and had made no contract with Andrew Carnegie. Judge Reed described the incident in his informal way:

"He (Mr. Morgan) told us in substance that he had just awakened to the fact that he was making contracts here with stockholders of the Federal, the National, the National Tube, and so on, and he had not a scratch of a pen from Mr. Carnegie under which he could hold him or his estate if he died.

"He said, 'You men go up the street as fast as you can and get me something.' We took the Elevated and went up to Mr. Carnegie's house and explained what we were there for. He had a little room next to his library, and he was getting begging letters by the bushel; that is literally true. They were carrying them in bushel baskets, from people wanting wooden legs and everything imaginable. Mr. Stetson and I then, with occasional interruptions from Mr. Carnegie, dictated a letter to Mr. Morgan, or to J. P. Morgan & Company, which Mr. Carnegie signed, and we took the original down with us to Mr. Morgan and he seemed quite relieved."

The following note, written to his oldest partner, gives a glimpse into Mr. Carnegie's mind at this time:

To Henry Phipps, Junior

My dear H. P.

Mr. Stetson has just called to tell me *it is closed*, all fixed—big times on Stock Exchange tomorrow.

Well, this is a step in my life—a great change, but *after a time*, when I get down to new conditions, I shall become I believe, a wiser and more useful man, and besides live a dignified old age as long as life is granted, something few reach.

Yours,

A. C.

Dr. Jaspar Garmany, physician to both Mr. Carnegie and Mr. Phipps, tells another anecdote about this Sunday evening. Mr. Carnegie was suffering a slight cold, and Dr. Garmany

dropped in professionally. In the course of the call, Mr. Stetson was announced and Mr. Carnegie went downstairs. In a few minutes he came back. "Well," he said, "it's all finished. I've sold out."

Dr. Garmany said he was about to visit Mr. Phipps, who was ill in bed with bronchitis. "Please tell Harry," he replied, "that Mr. Stetson has been here and the deal is all completed. It will be made public tomorrow."

After attending Mr. Phipps, Dr. Garmany delivered the message. For a few seconds, the invalid said nothing, apparently absorbed in thought. The man who had started as an errand boy in Pittsburgh forty years before, was now the possessor of nearly \$60,000,000. He finally turned his head on the pillow, looked in the doctor's eyes and exclaimed:

"Isn't Andy wonderful!"

The following day Mr. Carnegie boarded a steamship for the Riviera. Before leaving, a call was made on Mr. Morgan, a kind of return visit. Mr. Carnegie was then in his gayest and most ebullient mood. The small boy had finally been let out of school! For a few minutes the two men chatted and laughed in a friendly manner. As Mr. Carnegie shook the banker's hand at parting, he said:

"Now, Pierpont, I am the happiest man in the world. I have unloaded this burden on your back and I am off to Europe to play."

The face value of the securities of the United States Steel Corporation which were received by Andrew Carnegie and his fellow stockholders of the Carnegie Company, was as follows:

Bonds,	\$303,450,000
Preferred Stock,	98,277,120
Common Stock,	90,279,040
	<hr/>
Total,	\$492,006,160

For a more detailed account of the life of Mr. Carnegie, we recommend to our readers, "The Life of Andrew

Carnegie," by Burton J. Hendrick, published by Doubleday, Doran & Co., Garden City, New York.

Letter addressed to "The Good People of Pittsburgh,
March 12, 1901.

"An opportunity to retire from business came to me unsought, which I considered my duty to accept. My resolve was made in youth to retire before old age. From what I have seen around me, I cannot doubt the wisdom of this course, although the change is great, even serious, and seldom brings the happiness expected.

"But this is because so many, having abundance to retire upon, have so little to retire to. The fathers in olden days taught that a man should have time before the end of his career, for the 'making of his soul.'

"I have always thought that old age should be spent, not, as the Scotch say, 'in making mickle mair,' but in making good use of what has been acquired; and I hope my friends in Pittsburgh will approve of my action in retiring while still in full health and vigor and I can reasonably expect many years for usefulness in fields which have other than personal aims."

NOTE—The portraits accompanying the biographical sketches in this volume represent the Veterans in the period of their business activity. As original photographs are, of course, not available, the portraits have been reproduced by the offset process from publications of this earlier date

CHAPTER VII

CARNEGIE VETERAN ASSOCIATION

THE FIFTY-ONE VETERANS

WILLIAM LATHAM ABBOTT

Born at Columbus, Ohio, April 27, 1852, and entered into the Carnegie service, August 14, 1871, as a Clerk at City Mills. He was subsequently promoted to and occupied the following positions:

Superintendent of Upper and Lower Union Mills.

Vice Chairman, Carnegie, Phipps & Company, Ltd.

Chairman, Carnegie, Phipps & Company, Ltd.

Director, Keystone Bridge Company.

Member of Board of Managers, Carnegie Bros. & Company, Ltd.

He retired from the Carnegie service in April, 1892.

He was the son of Timothy Dwight Abbott and Mary Cutler Crosby, of New Haven, and later, Columbus, Ohio.

On May 17, 1887, he married Annie Wainright, of Pittsburgh, Pa.

Children: Lois Wainright Abbott, wife of Walter L. Worrall, of New York.

Franklin Abbott, husband of Mary Vauclain, of Philadelphia.

William Latham Abbott, Jr. (deceased), husband of Hildegarde Van Brunt, of San Francisco.

Jeanette Abbott, wife of Henry Everett Judd, of Waterbury, Conn.

Ruth R. Abbott.

Wainright Abbott, husband of Alice Unander-Scharin, of Stockholm, Sweden.

Valerie M. (deceased).

Anne.

During his residence of forty years in Pittsburgh, he was a supporter of the Church of the Ascension (Episcopal).

At the time of his death, he was the oldest, in point of membership, of the Duquesne Club, of Pittsburgh.



Wm. J. Abbott

Other clubs and organizations:

Pittsburgh Club.
Allegheny Country Club.
Pittsburgh Golf Club.
Oakmont Country Club.
Cobourg Golf Club (President).
Union League Club, of New York.
Mountain Lake Club, Mountain Lake, Florida.
Carnegie Hero Fund.
Pennsylvania Society, of New York.
Childrens' Hospital, Pittsburgh (President).
Western Pennsylvania Institution for the Blind.
Pittsburgh Orchestra. (Guarantor).

Mr. Abbott spent his summers at his residence, Sidbrook, Cobourg, Ontario, Canada, and his winters at his residence, "Villa Primavera," Mountain Lake, Florida.

He travelled extensively, and lived at different times in Geneva, Switzerland, and Florence, Italy, in both of which cities, he had many friends, and where his children, when young, were educated.

* "How gracefully Mr. Carnegie would acknowledge a fault, appears from a letter to his Chairman, William L. Abbott, who had bid for plates on the battleship, Maine—the vessel whose destruction led to war with Spain.

The majority owner thought Mr. Abbott's bid an absurd one and had written, roundly scoring it. Mr. Abbott retorted with vigorous independence, submitting details to prove that he was right.

"To William L. Abbott."

"My Dear Boy:

On the Maine, I cave. You did well, and let me say that your letter is creditable as a literary production. Not one superfluous word and all excellent English.

I read it to the Right Honorable John Morley and he agreed that it was really wonderful as a literary production. When I resign as the d——d literary fellow partner, I begin to think that my mantle will fall on you.

Yrs.

A.C."

Mr. Abbott died, May 2, 1930.

*From Burton J Hendrick's "The Life of Andrew Carnegie"

CHARLES WILLIAM BAKER

Born at Bedford, Ohio, November 11, 1862, moving to Cleveland with his family in 1868. There he prepared for college at Brooks School and entered Harvard in the fall of 1880, graduating in 1884 with the degree of A.B. cum laude.

Mr. Baker is the son of George Allen and Sarah Gertrude (Bartlett) Baker.

He read law in the office of Boynton & Hale, in Cleveland and was admitted to the Ohio bar in 1886.

On November 10, 1895, he was married to Frances Anne Chandler of Cleveland. Their children, all of whom were born in New York City, were:

Newcombe Chandler Baker, born November 9, 1896, husband of Dorothy Dryden.

Marion Chandler Baker, died in early childhood.

Charles William Baker, Jr., born December 18, 1900, husband of Elizabeth Swift Holladay.

Children of Newcombe Chandler Baker:

Barbara Baker, born 1920.

Marion Dryden Baker, born 1921.

Newcombe C. Baker, Jr., born 1922.

Children of Charles W. Baker, Jr.:

Elizabeth Swift Baker, born 1926.

Anne-Louise Baker, born 1929.

Charles William Baker III, born 1932.

Mr. Baker entered the Carnegie service, January 1, 1889, as Sales Agent at Cleveland, Ohio.

In 1895, he was transferred to New York where he subsequently resided. In 1899, he was admitted to the firm as a junior partner. After the United States Steel Corporation was formed in 1901, he became Manager of Sales for the Carnegie Steel Company, the Illinois Steel Company, and the Tennessee Coal, Iron & Railroad Company, with offices at New York. He held this position until he resigned in 1910.

In 1915, during the World War, he was called upon to join the American Zinc, Lead, & Smelting Company, as Vice President, later becoming successively President and Chairman of the Board of Directors. He was a member of the Zinc Committee of the Council of National Defense.

In the selling of rails, which were usually bought by the President of the railroad, he came to know many of the leading railroad executives of that day, among them, Collis P. Huntington, Edward H. Harriman, George J. Gould, Stuyvesant Fish, James J. Hill, and Edward J. Jeffery, of whom he has very interesting recollections. One of these which he likes to relate is the following:

When the great break in the price of steel rails, from \$28.00 to \$16.00 per ton occurred in 1895, Mr. Baker was Manager of Sales in New York City.

He called on Collis P. Huntington, President of the Southern Pacific Railroad, and made a verbal contract for 100,000 tons of rails at \$16.00 per ton. Returning to his office to prepare the formal contract for signature, he found there the Chairman of the Carnegie Steel Company, and told him of the sale.



Chas. W. Baker

The Chairman told him that there must be a mistake as he had been informed that Mr. Huntington had purchased 100,000 tons from Lackawanna Steel Company.

Mr. Baker hurried back to Mr. Huntington's office, when the following conversation ensued:

"Mr. Huntington, didn't I just sell you 100,000 tons of rails?"

"Of course you did; why do you ask?"

"Because I have just heard that you bought 100,000 tons from Lackawanna."

"So I did. I took 100,000 tons from each of you."

Mr. Baker, awe-stricken by the magnitude of these transactions, immediately reported the situation to the Chairman and proceeded to prepare the contract for his share.

Mr. Baker is very sensitive as regards the proper use of English, whether spoken or written. In that connection the following story is told of him:

One of his associates, himself a Veteran, who was a graduate of the University of Hard Knocks, had accepted an invitation from Dean Gay, of the Harvard Graduate School of Business, to deliver an address before the school on the subject "The administration of a large Corporation."

When Mr. B. heard of this rash act he called on his friend to find out if he really intended to face a Harvard audience. Assured as to the truth of the report he shook his head sadly and left the room. Returning instantly he opened the door enough to look in, and said:

"You poor, uncultured Pittsburgh puddler, I am really sorry for you and should like to give you a little tip. I don't know what you are going to say to those Harvard boys and it surely doesn't make much difference to them. There may be no logical connection between your premises and your conclusions—you can get away with that and probably much worse. But there is one thing they will not stand for—and that is a split infinitive," whereupon he departed.

Mr. Baker is a member of the Harvard and University Clubs of New York, and the Harvard Varsity Club of Cambridge, Mass. While in college he belonged to the Institute of 1770 and to the Hasty Pudding Club.

His present address is 325 West End Avenue, New York City.

WEBSTER R. BALSINGER

Born at Pittsburgh, Pennsylvania, February 8, 1866, and entered into the Carnegie service, March 24, 1879, as Hammer Boy, Edgar Thomson Steel Works.

He was subsequently promoted to and occupied the following positions:

Office Boy	Edgar Thomson Steel Works
Clerk	Edgar Thomson Furnaces
Clerk, Plate Mill	Homestead Steel Works
Clerk, Armor Plate Department	Homestead Steel Works
Engineer of Ordnance	Carnegie Steel Company

He was the son of D. S. and Levinia R. Balsinger.

Married Katherine Lynn Martin.

Children:

Mrs. J. T. Casserly
Ellis Corey Balsinger

Mr. Balsinger negotiated important contracts with foreign governments for Armor Plates used in the construction of battleships, making frequent trips to Europe for this purpose.

He was also in charge of similar contracts with the U. S. A.

Clubs:

Country Club of Pittsburgh
Duquesne Club
Metropolitan Club, Washington, D.C.
Chevy Chase Club, Washington, D.C.
Pilgrims Society
Naval Athletic Association
Fellowship Lodge No. 679, F. and A. M.

Died, November 27, 1930.



W. R. Dainoff

PER TORSTEN BERG

Born at Rogslosa, Ostergotland, Sweden, July 30, 1853, and entered into the Carnegie service, December 2, 1879, as a Laborer in the rail mill at the Edgar Thomson Works.

He was subsequently promoted to and occupied the following positions:

Draftsman, Steel Department, Edgar Thomson Works.

Chief Draftsman, Blast Furnace Dept., Edgar Thomson Works.

Chief Draftsman, Edgar Thomson Works.

Mechanical Engineer, Homestead Steel Works.

He retired from the Carnegie service, September 30, 1902, to become the engineering representative in Europe, of the United States Steel Corporation, with headquarters at No. 1 Strandvagen, Stockholm, Sweden.

In 1915, he was appointed to the office of United States Vice-Consul in Sweden. He was a leader in the work for co-operation and good understanding between Sweden and the U. S. A.

He was a graduate of the Technical School at Norrköping and of the Technological Institute (1878); emigrated to the United States in 1879.

Director of Allmänna Svenska Elektriska since 1906 and of Axelosunds Järnverks since 1913.

Inventor of equipment for blast furnaces, steel works, and rolling mills.

Member:

American Institute of Mining Engineers.

American Society of Mechanical Engineers.

American Iron & Steel Institute.

Verein Deutscher Eisenhüttenleute.

American Scandinavian Foundation.

American Society of Swedish Engineers.

Vice President, Swedish-American Foundation.

His wife was Sofia Mariana Lundin, daughter of Johan Lundin (carriage manufacturer) and Emma Andersson, born 1856.

*An investigation which the Legation has made reveals that Mr. Berg died at Djursholm near Stockholm, on May 14, 1926; that his wife is also dead and that his older brother, Hjalmar died many years ago. Furthermore, his last passport application which was filed with the American Consulate General, does not disclose that he had any children or dependents."

* From letter of Legation of the U.S.A. January 4, 1938.

WILLIAM WALLACE BLACKBURN

Born at Hollidaysburg, Pa., February 1, 1859, and entered into the Carnegie service, March 15, 1880, as Bookkeeper, Wilson, Walker & Company, (later known as Lower Union Mills.)

He was subsequently promoted to and occupied the following positions:

Assistant Superintendent	Lower Union Mills
Chief of Bureau of Costs	Carnegie Steel Co.
Assistant Treasurer	Carnegie Steel Co.
Vice President & Secretary	Carnegie Steel Co.
Director	Carnegie Steel Co.

He retired from the service in 1927.

Mr. Blackburn was of Scotch ancestry, the son of Joseph and Sarah Jane (McConnell) Blackburn. He was educated in the public schools of Hollidaysburg.

His first employment was as general clerk with the Hollidaysburg Iron & Nail Company, remaining there two years. Removing to Pittsburgh, he entered the Carnegie service as above set forth.

On October 21, 1886, he married Harriet Alice Bloom.

Children:

Joseph Bloom Blackburn, husband of Eleanor Bulkley.

Frederick George Blackburn, husband of Madelaine Walton.

Mr. Blackburn devoted much time to educational and benevolent institutions.

President and Trustee, Children's Hospital of Pittsburgh.

Director, Athalia Daly Home.

Trustee, Pennsylvania College for Women.

President and Trustee, Western Pennsylvania School for the Blind.

Trustee, Carnegie Institute of Pittsburgh.

Director, Homewood Cemetery.

Trustee, Carnegie Hero Fund Commission.

Member, American Iron & Steel Institute.

Member, Third Presbyterian Church.

Clubs:

Duquesne Club of Pittsburgh.

Oakmont Country Club.

University Club of Pittsburgh.

Pittsburgh Golf Club.

Pittsburgh Athletic Club.

Died, December 11, 1931.



W. W. Plancher



Henry V. Pope

HENRY PERCIVAL BOPE

Born at Lancaster, Ohio, September 19, 1858, and entered into the Carnegie service, November 15, 1879, as a Stenographer at City Mills.

He was subsequently promoted to and occupied the following positions:

Chief Clerk, Sales Dept., Carnegie, Phipps & Company, Ltd.
Assistant to General Sales Agent, Carnegie, Phipps & Company, Ltd.

Assistant General Sales Agent, Carnegie Steel Company.

General Manager of Sales, Carnegie Steel Company.

First Vice President, Carnegie Steel Company.

Mr. Bope's parents were Philip and Eliza Bope. On April 15, 1880, he married Katherine Spencer in Columbus, Ohio.

Children:

Harold S. Bope, with Youngstown Sheet & Tube Co., Gary, Ind.
Laura E., wife of Wheeler B. Horner, of Pittsburgh.

Grandchildren:

Elizabeth Baird Bope, of New York City.

Henry B. Horner, with Schoen Wheel Co. of the Carnegie Illinois Co.

Katharine S. Horner, wife of Paul Burby.

His principal activity outside of the steel business was with the Boys' Brigade of which he was the founder in Pittsburgh, and for many years, the leader. Maj. of Ordnance, Pa. N. G.

He was a member of the Protestant Episcopal Church and for many years a vestryman and superintendent of the Sunday School of the Church of the Ascension and later, a vestryman of St. Andrews'. Member of Franklin Lodge F. & A. Masons, Pittsburgh, Pa.

Died, November 25, 1933.

LEWIS T. BROWN

Born at Pittsburgh, Pa., February 15, 1845, and entered into the Carnegie service in November, 1892, as Superintendent, Upper Union Mills.

He was subsequently promoted to and occupied the following positions:

Manager and General Superintendent, Union Mills.
General Superintendent, Carnegie City Mills.

He retired from the Carnegie service, December 31, 1904.

Died, March 19, 1911.

From letter of American Consulate General,
Paris, France, March 21, 1938:

"Although I informed Mrs. Elizabeth Brown that the Carnegie Veteran Association desired a biographical sketch of Mr. Brown, to complete its records, she stated in reply that she had no information to give."

(Signed) Robert D. Murphy,
American Consul.



L. C. Brown



Geo. Campbell.

JAMES JOHN CAMPBELL

Born at Washington, D.C., December 6, 1865, and entered into the Carnegie service, February 1, 1886, as a Clerk and Stenographer in the Purchasing Department.

He was subsequently promoted to and occupied the following positions:

Chief of Bureau of Vouchers, Carnegie, Phipps & Company, Ltd.

Assistant Auditor, Carnegie Steel Company.

Auditor and Assistant Secretary, Carnegie Steel Company.

Mr. Campbell was the son of Joseph Campbell and Elizabeth Jane Gamble. He was educated in the grade and High Schools in Washington, D.C.

Coming to Pittsburgh at the age of seventeen, he secured employment in a store, later in the accounting department of the Pennsylvania Company as junior clerk, and then as clerk and stenographer for a lumber company.

On February 1, 1886, he entered the Carnegie service, receiving promotion to the offices above stated, and on December 31, 1899, he became a Carnegie partner.

On the organization of the United States Steel Corporation in 1901, he remained with the Carnegie Steel Company as a Director, Secretary, and Auditor.

In 1927, he was elected Vice President of Carnegie Steel Company, continuing in his other offices also. He also held similar offices in the sixteen subsidiary companies of Carnegie Steel Company and was the principal connecting link between these companies and the parent company, having, to an unusual degree, won the confidence of all of his associates.

He was a member of the Duquesne Club, the Oakmont Country Club, the University Club of Pittsburgh, and of the Shadyside Presbyterian Church.

He was married on April 23, 1891, to Kate Bell Bauersmith, daughter of the late William and Sarah (Calhoun) Bauersmith. Two children were born to this marriage: Sarah Catherine, who married Harold E. Williams, and James J., Jr.

He died on March 17, 1930, while on a brief vacation at Pasadena, California.

ANDREW CARNEGIE

Born at Dunfermline, Scotland, November 25, 1835, and in the spring of 1865, organized the Keystone Bridge Company and the Union Iron Mills, which were the first steps in the great Carnegie organization.

He was a partner from first to last, holding a controlling interest in all the companies and organizations which he subsequently formed.

His retirement from active participation in the business management of the various concerns which bore his name, and those of affiliated interests, was in the spring of 1901, when the Carnegie interests were sold to and merged with the United States Steel Corporation.

Until his death, he was the President of the Carnegie Veteran Association, which was organized in January, 1902.

Mr. Carnegie died at his summer home, Shadow Brook, Lenox, Mass., August 11, 1919. He was buried in Sleepy Hollow Cemetery, near Tarrytown, New York.

Daughter of Andrew Carnegie and Louise Whitfield:

Margaret, wife of Roswell Miller.

Their children:

Louise Carnegie Miller.

Roswell Miller, III.

Barbara Miller.

Margaret Morrison Miller.

* * *

* Mr. Carnegie has left, in permanent and dignified form, what for want of a better word, may be called his "creed." The first address which he prepared in 1902, as Lord Rector of St. Andrews, and which, because of pending theological excitements, he refrained from delivering or publishing, may be taken as the most illuminating summary of his religious beliefs. A few paragraphs from this paper, are sufficient for the purpose.

"At this period of my life (early days in Pittsburgh) I was all at sea. No creed, no system reached me, all was chaos. I had outgrown the old and found no substitute.

"Carlyle's wrestlings will give you an idea of my condition. Here came to me Spencer and Darwin, whom I read with absorbing interest, until laying down a volume one day I was able to say, "That settles the question."

"I had found at last the guides which led me to the temple of man's real knowledge upon earth. These works were revelations to me; here was the truth which reconciled all things as far as the finite mind can grasp them, the alembic which harmonized hitherto conflicting ideas and brought order out of chaos; what the law of gravitation did for matter, the law of evolution did for mind. I was upon firm ground, and with every year of my life since, there has come less dogmatism, less theology, but greater reverence.

"It is greatly to be deplored that we have been compelled to hear much of an alleged warfare between science and religion. Undoubtedly science has caused and is still to cause many changes in

* From Burton J. Hendrick's "The Life of Andrew Carnegie."



Andrew Carnegie

theological ideas, but my experience is that science has been the handmaid of the religious sentiments; for the province of science is the discovery of what is true; and what is true in science can never be antagonistic to what is true in religion, for truth is one harmonious whole.

"This was, very naturally not recognized in days past, before investigation was scientific. Religion, wisely conservative, assumed the defensive attitude and imagined danger in every discovery. Thus when science discovered the Copernican system, this was considered an attack on religion; and so with every successive discovery down to those of evolution and the descent of man; timid souls who know not that the religious element is inherent in man, have always feared its destruction.

"This was because these mistaken men thought that religion depended upon the scientific truth of the Mosaic account of Creation, such allegories as the Garden of Eden and the Fall of Man, or upon recorded Miracles, while it reposes in imperturbable security upon much deeper foundations, and would exist had Moses never written or had the whole Bible been lost in the Dark Ages. Matthew Arnold's words are conclusive: "The case against miracles is closed. They do not happen."

"The religious sentiment is indigenous in every man in every part of the earth and will germinate as he advances; if he exists it must exist. It is only theology—man's dim, distorted, and in some instances, debasing misconceptions—that has to move on as more knowledge comes to us; religion lies under the troubled surface in still water, pure and deep.

"I knew that the material my teacher supplied destroyed the superstitions of theology and produced in me purer, nobler, more reverent religious feelings than I could ever reach before. Judge of Spencer by the raw material with which he closes his 'Ecclesiastical Institutions.'

One truth must grow ever clearer, the truth that there is an Inscrutable Existence everywhere manifested to which he can neither find nor conceive either beginning nor end, amid the mysteries which become the more mysterious the more they are thought about, this rule remains the one absolute certainty: that he is ever in presence of an Infinite and Eternal Energy from which all things proceed.

"I believe in the thousands of years to come, this passage is to stand as one of the most sublime utterances of men.

"We have been dealing so far with this life and you are perhaps wondering what of immortality, the life beyond? There is a clear answer to the inquiry. We have here an everlasting indestructible universe, not an atom ever destroyed. We have been placed in this world, we know not why or how. There would be no violation of the known law should we be ushered into another world as we have been into this, nor in our being endowed with everlasting existence like the universe of which we are a part.

"No greater wonder that we meet in another world hereafter than that we are met in this world now. The man who proclaims that there is a life beyond, as far as science or the reign of law speaks, has equal warrant for this statement with the man who states there

is none. Here lies the foundation of everlasting hope, and it is a solid foundation. Neither the one man nor the other can prove his contention. It is a matter of faith. To the most devout there come seasons of anxious doubt, not because there is not longing for immortality, but because the hope is so entrancing we tremble, fearing sometimes that it is too good to be true.

"I have known only one great man over whose mind the shadow of doubt never passed, although his theology changed, as those of you know who have read his recent essays on Bishop Butler. This was Mr. Gladstone. How different from another of the great, his friend Tennyson, who, we know, had seasons of deep anxiety, and concluded that:

There lives more faith in honest doubt,
Believe me, than in half the creeds.

"If there was a man to be envied in the world in this respect, it was Mr. Gladstone, in whom the light failed never.

"How beautifully Socrates through Plato places this glorious hope before us after describing the future life:

To affirm positively indeed that these things are exactly as I have described, does not become a man of sense; that something of the kind takes place with respect to our souls and their habitations—since our soul is certainly immortal—this appears to me most fitting to be believed, for the thought is noble, and it is right to allure ourselves with such thoughts as with enchantments.

"We may in our day be dwelling too much upon the life beyond in the future to the neglect and detriment of life here in the present. I think we are. Here in this life all our duties lie, none has yet been given us pertaining to another for which we hope. Obviously the business in hand is to attend to these duties.

"Confucius said:

To perform the duties of this life well, troubling not about another, is the prime wisdom.

"These lines from Arnold are cherished by me as the quintessence of religious wisdom. They are lines of dogmatic assertion and of reply—worth a thousand disputations.

Hath no man second life? Pitch this one high.
Sits there no judge in Heaven our sin to see?
More strictly, then, the inward judge obey.
Was Christ a man like us? Ah! let us try
If we, then, too, can be such man as He."



Albert C. Case

ALBERT CLARK CASE

Born at Quakerstown, Hunterdon County, New Jersey, July 8, 1851, and entered into the Carnegie service, January 1, 1896, as Credit Manager, which position he occupied until leaving the service on May 1, 1901.

On retiring from the Carnegie Steel Company, upon its consolidation with the United States Steel Corporation, Mr. Case went into the private banking business at 5 Nassau Street, New York City; he continued in investment banking for several years and retired from active business in 1915.

In his youth, he worked on a farm for a number of years. He learned telegraphy and became an operator on the Pennsylvania Railroad at Metuchen, N. J.

After working some years in association with David Homer Bates, he was a number of years with R. G. Dun & Company, prior to his entry into the Carnegie service.

He was devoted to Masonry, rising to the rank of thirty-second degree in the Scottish Rite side.

Member, Metropolitan Club of New York.

Active in charitable and church affairs.

Mr. Case was the son of Joseph G. Case, a manufacturer of agricultural implements, who was born at Cherryville, N. J., in 1820, and died August 25, 1855, at Brooksville, N. J.

His mother was Sarah M. Dalrymple, who was born at Clinton, N. J., in 1815, and died, August 25, 1900, at Pittsburgh, Pa.

The father of Sarah M. Dalrymple was John B. Dalrymple, who was born at Clinton, N. J., in 1775, and died in 1862, at Baptistown.

Mr. Case married Anna L. Ayers, of Metuchen, N. J.

One child was born to them:

Helen C. Case, wife of Abel I. Smith. She was born November 17, 1886; died October 4, 1935.

One child was born to them, Abel I. Smith, Jr.

Died, January 10, 1918.

DANIEL M. CLEMSON

Born near Bellefonte, Center County, Pa., May 23, 1853, and entered into the Carnegie service, January 1, 1880, as a Machinist at the Scotia Ore Mine of Carnegie Bros. & Co.

He was subsequently promoted to and occupied the following positions:

Superintendent, Scotia Ore Mines.

General Manager, Carnegie Natural Gas Company.

President, Carnegie Natural Gas Company.

Director, Carnegie Steel Company.

He was also a director of most of the subsidiary companies of the Carnegie Steel Company and until his death, was a valued counsellor of its officers.

He was the son of Amos E. Clemson and Lydia Rider, who, together with his brothers and sisters, are buried in a cemetery of the old Lutheran Church in the village of Gatesburg. Mr. Clemson has endowed this church as a memorial to his parents.

On February 20, 1879, he married Alice L. Gardner, who died, August 27, 1916.

Children:

John G. Clemson, born January 14, 1880, married Estelle Kocher.

Ralph E. Clemson, born October 6, 1882, married Alice Miller. He died, August 5, 1918.

They had one son, Richard E. Clemson.

On February 11, 1918, Mr. Clemson married Christine Miller, a talented singer, who survives him.

He had many outside activities, the principal ones being:

President, Board of Trustees, Third Presbyterian Church, of Pittsburgh.

President, Pittsburgh Association for the Improvement of the Poor.

He was a member of the following clubs:

Duquesne Club, of Pittsburgh.

Longvue Club.

University Club.

Pittsburgh Country Club.

"Dear Old Dan" as he was known to the younger Veterans, was a splendid example of good citizenship. He took his religion seriously, regarding himself as a "steward of the Lord."

Died, April 7, 1936.



W. M. McLennan



Mr. G. Clyde

WILLIAM G. CLYDE

Born at Chester, Pa., July 29, 1868, and entered into the Carnegie service in 1902.

He subsequently occupied the following positions:

Sales Agent, Cleveland, Ohio.

Assistant Manager of Sales, Pittsburgh, Pa.

General Manager of Sales, Pittsburgh, Pa.

President, Carnegie Steel Company and affiliated companies, Pittsburgh, Pa.

Prior to his entry into the Carnegie service, he had graduated at the Pennsylvania Military College, Chester, Pa., in 1888. Received from his Alma Mater, the degree of Doctor of Applied Science in 1924.

His previous employments were as follows:

Civil Engineer, Ryan & McDonald, Baltimore, Md.

Sup't, Plate Mills, Wellman S. & I. Co., Thurlow, Pa.

Sup't, South Works, Illinois Steel Co., Chicago, Ill.

Sales Manager, American Steel Hoop Co.

He was the son of John Edward Clyde and Emma Bertha Ott.

He married Margaret Burns Johnson, November 5, 1890.

Children:

William Johnson Clyde, husband of Melba Van de Bogart.

Emma Lilian Clyde, wife of Edwin Hodge, Jr.

Director of the Carnegie Institute of Technology.

Director of Carnegie Library, Pittsburgh.

Member of American Iron & Steel Institute.

Engineers Society of Western Pennsylvania.

Pennsylvania Society of New York, and

Pittsburgh Chamber of Commerce.

Clubs:

University, of Pittsburgh.

Pittsburgh Club.

Duquesne Club.

Pilgrims Society, of New York.

Bankers Club, of New York.

Rolling Rock Hunt Club.

Fox Chapel Golf Club.

Pittsburgh Athletic Club.

Seaview Golf Club.

Died, March 23, 1931.

WILLIAM ELLIS COREY

Born at Braddock, Pa., May 4, 1866, and entered into the Carnegie service, April 1, 1881, as a student in the Chemical Laboratory, Edgar Thomson Steel Works. He was subsequently promoted to and occupied the following positions:

Clerk, Shipping Dept., Edgar Thomson Works.

Assistant Chemist, Homestead Steel Works.

Clerk, Order Dept., Homestead Steel Works.

Superintendent, Plate Mill, Homestead Steel Works.

Superintendent, Open Hearth Dept., Homestead Steel Works.

Superintendent, Armor Plate Dept., Homestead Steel Works.

General Superintendent, Homestead Steel Works.

President, Carnegie Steel Company.

He succeeded Charles M. Schwab, as President of the United States Steel Corporation, in 1903, retiring in 1911.

In 1915, he organized a syndicate which acquired the Midvale Steel Company, Nicetown, Philadelphia, Worth Bros. Company, Coatesville, Pa., and later, Cambria Steel Company, Johnstown, Pa., all of these plants being consolidated in the Midvale Steel & Ordnance Company.

This company was one of the largest producers of ship plates, armor plates and guns for battleships, shells, and other forms of steel required by the army and navy in the World War.

This corporation also built an arms factory at Eddystone, Pa., the Remington Arms Company, which furnished most of the rifles used by the American troops in the World War.

In 1923, Mr. Corey negotiated a merger of Midvale Steel and Ordnance Company with the Bethlehem Steel Corporation, and again retired from the steel business.

Mr. Corey was the son of Alfred A. and Adaline (Fritzius) Corey. He was educated in the public schools.

Inventor of the Carnegie reformed armor plate.

Member of the American Institute of Mining Engineers, and the American Iron & Steel Institute.

Member of Metropolitan and Ardsley Clubs, New York.

His most outstanding activity outside of the steel business was his intense interest in constructive legislation looking to the conservation of wildlife, particularly the increase of migratory birds; and the improvement of hunting and fishing.

Amongst his friends were many other sportsmen and officials of Federal and State governmental bodies who worked with him in his intelligent approach to the whole problem. With them he was instrumental in bringing about the enactment of practical legislation to further the cause of true conservation.

He gave freely of his time and money, and the increase in number of wildfowl this year (1937) is a gratifying testimonial to the wisdom and efficacy of his endeavors.

He died, May 11, 1934.



U. C. O'Connell



R. B. Dickson

WILLIAM BROWN DICKSON

Born in Pittsburgh, Pa., November 6, 1865, and entered into the Carnegie service, April 28, 1881, as a Pulpit Boy Crane Operator in the Blooming Mill of the Homestead Steel Works.

His later employments were:

Rail Mill Cold Saw Operator, Homestead Steel Works.

Labor Foreman, Homestead Steel Works.

Pay Roll Clerk, Homestead Steel Works.

Order Dept. Clerk, Carnegie, Phipps & Co., Ltd.

Chief Entry Clerk, Carnegie, Phipps & Co., Ltd.

Assistant Chief of Shipping Dept., Carnegie Steel Company.

Special Agent, Carnegie Steel Company.

Assistant to President, Carnegie Steel Company.

Director, Carnegie Steel Company.

On the organization of United States Steel Corporation, he became Second Vice President of that corporation and in 1909, First Vice President. He was also President of the Union Steel Company, one of the subsidiaries.

He resigned in 1911, retiring to a farm in Littleton, New Hampshire. Four years later, October 1, 1915, he again entered the steel business as Vice President and Treasurer of Midvale Steel and Ordnance Company, which had been organized by William E. Corey, who became Chairman of the Board of Directors, Alva C. Dinkey being President.

On the merger of Midvale with Bethlehem Steel Corporation in 1923, he again retired to his farm.

He was President of the Employers Liability Commission of New Jersey which, under the administrations of Governor Fort and Governor Wilson, with the able assistance of Nelson B. Gaskill, Attorney, secured the passage of the first practicable Workmen's Compensation Law in the United States, the New York law having been declared unconstitutional.

He had a prominent part in the abolition of the seven-day week and the twelve-hour day in the steel business; and in the adoption of a system of employee representation.

Mr. Dickson is the son of John and Mary A. (McConnell) Dickson. He was educated in the public school of Swissvale, Pa.

On February 22, 1888, he married Mary Bruce Dickson, daughter of Thomas Bruce Dickson and Mary (McCrory) Dickson.

Children:

Susan Emmett Dickson, wife of Fred H. Taylor.

Emma Young Dickson, wife of James Graham Carswell.

Thomas Bruce Dickson. (Died in childhood).

Eleanor Mitchell Dickson, wife of Dr. Victor B. Seidler.

Charles Keith Dickson, husband of Anne Brown.

Helen Burd Dickson, wife of Howard B. Ware.

Grandchildren:

Mary Bruce Taylor.

Virginia Taylor.

Bruce Dickson Carswell.

Cornelia Anne Carswell.

James Graham Carswell, Jr.

William Dickson Seidler.

John Mitchell Seidler.

Marjory Dickson Seidler.

Robert Bruce Dickson.

Sarah Jane Dickson.

Barbara Burd Ware.

ALVA CLYMER DINKEY

Born at Weatherly, Pa., February 20, 1866, and entered into the Carnegie Service, May 21, 1879, as Water Boy at the Edgar Thomson Steel Works.

He was subsequently promoted to and occupied the following positions:

- Telegraph Operator, Edgar Thomson Steel Works.
- Superintendent's Secretary, Homestead Steel Works.
- Superintendent of Electrical Dept., Homestead Steel Works.
- Assistant to General Supt., Homestead Steel Works.
- General Superintendent, Homestead Steel Works.
- President, Carnegie Steel Company.

In 1915, he resigned the Presidency of the Carnegie Steel Company to become President of Midvale Steel & Ordnance Company, which had been organized by William E. Corey. Part of this organization was merged with the Bethlehem Steel Corporation in 1923, Mr. Dinkey continuing as President of the Midvale Steel Company, operating the plant at Nicetown, Philadelphia, Pa.

This plant was built and operated by William Butcher, in 1867, the first products being steel tires and castings. In later years it was greatly enlarged and under Mr. Dinkey's administration, the principal products were:

- Army and Navy Guns, Projectiles and Heavy Armor Plate.
- Open Hearth and Electric Furnace Steel Products.
- Locomotive Driving Tires.
- Turbine and Generator Shafting.
- Weldless High-Pressure Cylinders for Oil Refineries.
- Gas Reactions and Steam Boilers.
- Steel Rolls, Crank Shafts.
- Special Heat and Corrosion Resisting Steels.
- High Speed and Alloy Steel Bars.

Mr. Dinkey designed and patented the Dinkey Electric Controller. He also designed:

- Electric Cranes for handling raw materials and heavy products.
- Electric Charging machines for Open Hearth Furnaces.
- First Electric Drive for Rolling Mill Tables.

He was a member of the following societies:

- American Institute of Electrical Engineers.
- American Society of Mechanical Engineers.
- American Institute of Mining Engineers.
- Engineers Society of Western Pennsylvania.
- American Iron & Steel Institute.
- American Association for the Advancement of Science.
- Academy of Science and Art of Pittsburgh.
- Society of Naval Architects and Marine Engineers.

Clubs:

- Member of the India House. New York.
- Engineers Club, New York.
- The Pilgrims of the United States.
- Duquesne Club, Pittsburgh.
- Country Club, Pittsburgh.
- University Club, Pittsburgh.

Philadelphia Clubs:

- Racquet Club.



A. C. Dinkley.

JOHN C. FLEMING

Born at Eutaw, Green County, Alabama, February 22, 1845, and entered into the Carnegie service, May 1, 1884, as Sales Agent at Chicago, occupying that position until his retirement, May 15, 1901.

His father died of cholera, in the Chicago cholera plague, when he was a half grown boy. At the age of eighteen, he enlisted in the Chicago Board of Trade Battery, and served three years, until the close of the Civil War.

His first employment, after the close of the war, was as a clerk in a Chicago grocery store. Later he became a bookkeeper for a coal company.

He married Isabella Creighton, of Chicago. One daughter, Alice Fleming, was born to them.

She married George T. Jennings, of Indianapolis.

Their children:

Jeannette Jennings, wife of A. F. Gartz, Jr., of Chicago.

John Fleming Jennings, husband of Beatrice Fowler, of Chicago.

Children of Jeannette Jennings and A. F. Gartz, Jr.

Gloria Gartz.

Frederick Gartz.

Gail Gartz.

All of these children are in their teens.

Children of John Fleming Jennings and Beatrice Fowler:

Jeannette Jennings, aged ten.

Barbara Jennings, aged seven.

Mr. Fleming was one of the principal Carnegie Sales Managers. In the Chicago district and the surrounding territory, he was an important factor in promoting the use of steel in the erection of large buildings.

He was a member of the Chicago Club, and also the Lake Geneva Country Club, at Lake Geneva, Wis. where he maintained a summer residence.

February 21, 1929.

My dear John C.:

Tomorrow is your birthday and as Dean of the Veterans I salute you. It has taken a long time to forgive those barbed wire telegrams with which you used to express your loathing for Tener and me; but all is now calm and peace.

I wonder if you ever realized our position in those bad old days, placed as we were by an evil fate between the upper and the nether mill-stones; the upper being a care-free Sales Department, which not only permitted, but urged its agents to sell material regardless of the ability of the mills to deliver; and the lower being the mill autocrats, Schwab and Corey, who ran the mills for tonnage, with a fine disregard of the customers' requirements.

To Tener belongs the principal credit for bringing some semblance of order out of this chaos, by convincing Schwab that after all, it was the customers' money which paid the bills and they had a right to some consideration.

He then established a system of weekly rolling schedules, based on terms of sale and promises made. Before this reform was accomplished, however, Tener, who was extremely conscientious, had



Geo C Fleming

broken down under the strain and had to go away, leaving your humble servant to bear the brunt of the Chicago scorn.

After an experience which is too long to recite, I developed an immunity complex, which is all that saved my life. That I survived the assaults of Palmer, Peacock, and Bope, not to mention their outlying satellites, is still an ever present wonder.

Here's hoping that you will continue to flourish to a ripe old age, (say a hundred or thereabouts) and that I may have the pleasure of seeing you sometime in Chicago.

Yours sincerely,
Wm. B. Dickson.

Mr. John C. Fleming,
Marquette Building,
Chicago, Ill.

4353 Drexel Boulevard
Chicago.

February 24, 1929.

Mr. William B. Dickson,
Montclair, New Jersey.

My Dear Dickson:

Want to thank you for yours of the 21st, received yesterday, which have read over carefully several times.

It was very nice of you to think of me and write to me and your letter is appreciated, even if you did go back to those troublesome days of thirty years ago.

Yes, Billy, I knew all that you say, but we poor salesmen had to keep hounding dear Charlie Taylor and his two faithful assistants, Mr. Tener and yourself, continually, in an effort to have our promises to our customers fulfilled, which we had been authorized to make, by the Sales Department at the time of taking their orders; and you must know that I was usually fairly successful in my efforts.

Well, those days are by-gones now, but remember all about them and do not object to thinking about them occasionally.

Had a very enjoyable day on my recent birthday. Had a number of telegrams and congratulatory notes from my friends, among them a telegram from Mr. Tener and a cable from Schwab in Naples.

In the evening, my grandchildren and several of my friends had dinner with me.

When you come to Chicago, be sure and hunt me up. My office is still in the Marquette Building, and residence as above.

Sincerely Yours,
John C. Fleming.

Mr. Fleming died on Monday, October 3, 1932.

ROBERT AUGUSTUS FRANKS,

son of William and Isabella Evans Franks, was born in Liverpool, England, October 27, 1861. He was educated at Southport, Lancashire, England.

When he was ten years of age, Andrew Carnegie came to his father's home with a letter of introduction from Henry Phipps, of Pittsburgh, a cousin of William Franks. It was Mr. Carnegie's first return to the land of his birth since emigrating from Scotland to America. He remained at William Frank's home for some weeks, recovering from an illness, and the friendship thus begun between the young man and the boy of ten, continued throughout Mr. Carnegie's lifetime.

In 1883, at the request of Mr. Carnegie, Robert Franks accompanied him to America. In the following year, 1884, he entered the Carnegie service, occupying the following positions:

Secretary and Treasurer, Hartman Steel Company, Ltd.

Order Department, Carnegie, Phipps & Company, Ltd.

Secretary and Treasurer, Union Railroad.

Secretary and Treasurer, Bessemer & Lake Erie Railroad.

He retired from Carnegie, Phipps & Company, Ltd., when the United States Steel Corporation was formed, and came east to organize the Home Trust Company, of Hoboken, New Jersey, of which he was President until his death.

Through the Home Trust Company, Mr. Carnegie conducted his financial and philanthropic interests until advancing years counselled him to place his future benefactions on a permanent basis by creating the Carnegie Corporation of New York.

Mr. Franks was one of the two men whom the philanthropist named as Life Trustees of this Corporation, which was established with an endowment of \$135,000,000 "for the advancement and diffusion of knowledge and understanding among the people of the United States and the British Dominions and Colonies."

Other positions held by Mr. Franks, all of them being with Carnegie organizations, were as follows:

Financial Secretary to Andrew Carnegie.

Life Trustee, Carnegie Corporation of New York.

Vice Chairman of the Board of Trustees and Treasurer of the Carnegie Corporation of New York.

Trustee, Carnegie Foundation for the Advancement of Teaching.

Director and Treasurer, United States Steel and Carnegie Pension Fund.

Director and Treasurer, Teachers' Insurance and Annuity Association, of America.

President, Carnegie Music Hall.

Trustee, Carnegie Hero Fund.

Trustee, Carnegie Endowment for International Peace.

Director of the Hudson Trust Company, Hoboken, New Jersey.

He was a member of the following:

Engineers' Club of New York.

St. Andrews' Society.

The Pilgrims.

The City Club of New York.

The Duquesne Club, of Pittsburgh.

The Meadow Club, of Southampton, Long Island.



P. A. Franks

The Southampton Club.
The National Golf Club, Long Island.
The Shinnecock Golf Club, Long Island.
The Essex County Country Club, Orange, New Jersey.

On February 18, 1890, Mr. Franks married Thetta Quay, daughter of Mr. and Mrs. Jerome Anderson Quay, of Sewickley, Pennsylvania. Their three sons are, Jerome Anderson Quay Franks, Robert Augustus Franks, Jr., and Ralph Charlton Franks.

Jerome married Gertrude Walker, daughter of Mr. and Mrs. Norman Stewart Walker, of Dongan Hills, Staten Island. Their three children are, Jerome, Jr., Barbara Stewart, and Marjorie Walker.

Robert married Grace Franklin, a daughter of Admiral and Mrs. William Buel Franklin, of New York. Their only child is Dorothy Quay.

Ralph married Mildred Farnsworth, daughter of Arthur Farnsworth, a lawyer of Los Angeles, California. Their only son is John Hallen.

Aside from his business, Mr. Franks' chief interests were his garden, and his extensive library containing many rare books and autographed copies of books by famous authors.

* * *

* The financial statements of Secretaries, and even of Mr. Franks, were never audited. "I will have no one around me," Mr. Carnegie would remark, "whom I cannot implicitly trust." To retain in his environment, a man who needed watching, would have been regarded as a reflection upon a quality prized above all—his judgment of human nature. And no man was ever served more honestly and faithfully.

That Mr. Carnegie's eyes never rested on the mountain of bonds representing his worldly possessions, has already been noted; most men like to see their accumulations increase, but Mr. Carnegie seemed to enjoy watching his diminish.

"Last year," Mr. Franks once informed him, "you not only spent your income, but you dipped into your principal." "Delighted to hear it, my boy!" he replied, giving his Treasurer an approving pat on the back.

* * *

During his years as Financial Secretary and representative of Mr. Carnegie, the power of attorney possessed by Mr. Franks was one of the most extensive ever issued. His signature alone appeared on checks aggregating many millions of dollars; that for the Peace Palace at the Hague, for \$1,000,000, was the largest ever signed by one individual at that time.

In June, 1901, the steel master wrote to Mr. Franks: "I cannot tell you how much I value you; one to whom I entrust untold millions without a thought."

In 1933, Mrs. Carnegie gave a dinner in Mr. Franks' honor, to celebrate his fifty years of devoted service to Mr. Carnegie, his family, and his many interests.

He died, September 1, 1935.

* From "The Life of Andrew Carnegie," by Burton J. Hendrick.

JAMES GAYLEY

Born at Lock Haven, Pa., October 11, 1855, and entered into the Carnegie service in September, 1885, as Superintendent, Edgar Thomson Furnaces.

He later occupied the following positions:

General Supt., Edgar Thomson Steel Works & Furnaces.

Manager, Ore Dept., Carnegie Steel Company.

Director, Carnegie Steel Company.

He retired from the Carnegie service in April, 1901, to accept the office of First Vice President of the United States Steel Corporation, from which he retired in 1909.

In 1876, he graduated, Lafayette College, as a Mining Engineer.

Prior to his entry into the Carnegie service, he had held the following positions:

Chemist, Crane Iron Company, Catasauqua, Pa.

Superintendent, Missouri Furnace Company, St. Louis, Mo.

Manager of Blast Furnaces, E. & G. Brooke Iron Company, Birdsboro, Pa.

Member:

American Institute of Mining Engineers and President of the Institute, 1904-1906.

Iron & Steel Institute. (Great Britain.)

American Iron & Steel Institute.

University Club of New York.

Metropolitan Club of New York.

Engineers Club of New York.

Received the honorary degree of Doctor of Science from University of Pennsylvania.

Inventor of Blast Furnace improvements, bronze cooling plates, ladle stand for Bessemer heats, and dry blast for which he was awarded the Elliott Cresson Medal by the Franklin Institute of Philadelphia.

After retiring from the U. S. Steel Corporation, his principal activity was in connection with the Dwight & Lloyd sintering process, in the iron and steel industry, through the American Ore Reclamation Company. Blast furnace flue dust, long wasted, is now saved by sintering; fine ores are also treated by this process.

He was also interested in the Sheffield Furnace, in Alabama.

He was the son of Samuel A. Gayley, (born December 11, 1822, in County Tyrone, Ireland) and Agnes Malcolm, (born 1821, died 1889).

On February 21, 1884, at St. Louis, Mo., he married Julia Thurston Gardiner, a descendant of the family which settled on and owned Gardiner's Island, at the east end of Long Island Sound.

From a newspaper article:

"In 1890, Mr. Gayley read a paper at the Parliament of Metallurgists comprising the Iron & Steel Institutes of Great Britain and America, in New York which was an important factor in improving the practice of blast furnaces in Europe."

Children:

Mary Thurston Gayley, born December 28, 1884, at Birdsboro, Pa. Married Giulio Senni, dei Conti Senni, of Rome, Italy, November 16, 1907.



James Gayley

Their children:

Filipo Senni, who received his education in England, at Ampleforth and Oxford. He has served for three years as volunteer with the Italian Army in Ethiopia, with distinction. He placed the Italian flag at Gambela, on the Baro River, southwest of Addis Ababa, where he is still in charge of a large territory. There is a British concession here in charge of a British officer. Filipo is invaluable in this position, speaking English as an Englishman and having an understanding of their character. He is now a part of the Regular Army.

Alessandro Senni, who graduated from the University of Rome, with degree of engineering. He has served in the Italian Aviation in Ethiopia for two years, 1936-38, with marked distinction.

Maria Giulia.

Piero.

Gian Andrea.

Vittoria.

Leone.

Agnes Malcolm Gayley, born April 16, 1887, at Braddock, Pa. On November 6, 1913, she married Gerrish Hill Milliken, son of Seth Milliken, and now head of the textile firm of Deering, Milliken & Company, 79 Leonard St., New York City. Mr. Milliken is a graduate of Yale, Director of the National City Bank, New York Life Insurance Company, and identified with other interests. Residence, 723 Park Avenue, New York City.

Their children:

Roger, graduate of Yale University, 1937.

Gerrish H., Jr., Yale University.

Anne, Bryn Mawr College.

Joan.

Margaret.

Florence Gayley, born October 20, 1889, at Braddock, Pa. On June 17, 1920, she married Henry Eglinton Montgomery, Investment Broker. Residence, Tuxedo Park, N. Y.

Their children:

Julia Gardiner.

Sylvia Mary.

Mr. Gayley died, February 25, 1920.

JOSIAH OGDEN HOFFMAN

Born in Philadelphia, September 5, 1858, and entered into the Carnegie service, July 1, 1891, as Sales Agent, Philadelphia, which position he occupied until his retirement, October 1, 1903.

He was the third child of George Edward Hoffman and Phoebe Wagner White.

On April 19, 1883, he married Helen Scott Lewis, (1858-1929), daughter of John T. Lewis.

Children:

George Edward Hoffman, born January 17, 1884. Died April 30, 1891.

John Lewis Hoffman, born February 27, 1890. Died April 8, 1912.

Helen Scott Hoffman, born February 7, 1892. Died March 19, 1909.

Charles Fenno Hoffman, born June 18, 1894.

C. Fenno Hoffman married Marie Baldwin Wright, May 5, 1917.

Their children:

Harrison B. W. Hoffman, born February 5, 1920.

C. Fenno Hoffman, Jr., born June 24, 1921.

Helen Scott Hoffman, born March 25, 1924.

William Farnham Hoffman, born January 13, 1935.

J. Ogden Hoffman graduated from the University of Pennsylvania, in 1876.

Clubs:

Rittenhouse Club.

Philadelphia Club.

Merion Cricket Club.

University Barge Club.

Vestryman, Church of the Good Shepherd, Rosemont, Pa.

Died at Radnor, Pa., April 18, 1909.



Jordan Hoffman



William J. H. H. H.

MILLARD HUNSIKER

Born at Athens, Bradford County, Pa., September 23, 1861, and entered the Carnegie service, May 1, 1890, as Engineer of Tests.

He later occupied the following positions:

Assistant to Chairman, Carnegie Steel Company.

European Representative, Carnegie Steel Company.

European Representative, U. S. Steel Corporation.

His first employment as a youth, was in the drafting department of a bridge construction company in Athens, where he acquired a general knowledge of the iron and steel business.

Later, he was on the staff of Governor Hastings, Commander-in-Chief of the National Guard of Pennsylvania.

He was the son of Cornelius Hunsiker, who was born in 1819, and Mary Horton, who was born in Goshen, N. Y. in 1827. They were married in 1852.

He married Clara Minnette Whiting, of Pottsville, in 1886.

Children:

Harold Whiting, husband of Florence Lufkin, of Buffalo.

Their children:

Harold Whiting, Jr., now in Yale College.

Minnette Whiting, now in Bennington College, Vermont.

Mr. Hunsiker was a member of the Union League Club of New York.

He died, October 10, 1918.

AZOR R. HUNT

Born at Canfield, Ohio, August 22, 1848, and entered into the Carnegie service, August 15, 1887, as Night Foreman, at Homestead Steel Works.

He later occupied the following positions:

Sub-Foreman, Construction, 32" Mill, Homestead Steel Works.

Foreman, 32" Mill, Homestead Steel Works.

Superintendent, Slabbing and Bloom Department, Homestead Steel Works.

General Superintendent, Duquesne Steel Works.

General Superintendent, {Homestead Steel Works.
Howard Axle Works.
Carrie Blast Furnaces.

He was the son of Horace and Galetsy (Ruggles) Hunt, his ancestry in the direct line to ancestors who landed at Plymouth, Massachusetts, in July, 1623. His paternal and maternal grandparents traveled in Conestoga wagons from Connecticut to the Western Reserve in Ohio, in 1802.

Worked on farm, his only schooling being in winter sessions of a district school near Canfield.

When about twenty, left the farm to learn machinist trade in Warren, Ohio, in a shop making engines and portable saw mills. Wages, first year of apprenticeship, \$1.00 per day, second year, \$2.00, third year, \$1.50. During last year, he was sent out to set up saw mills. He relates the following experience, while engaged in this work:

"This outside work was very pleasant in summer, getting out in the woods and away from the dust and grime of the shop, and the handling of green lumber, put a keen edge on one's appetite. In the winter, it was a very undesirable proposition. I recall one particularly bad trip in 1875 in the vicinity of Reynoldsville, Pa. The mill was shipped from the shop in the fall and was unloaded in the open on a large tract of hemlock timber. The shop was not notified that the owner of the mill was ready to have it set up until late in December.

"When I got there, the snow was about twelve inches deep and the machinery was covered with ice, snow, frozen mud and leaves. It was so cold we had to get kettles and heat water in an attempt to thaw the ice and mud off the mill parts and it was a question whether the ice would melt before the hot water would freeze. It was "nip and tuck" to keep the local crew of helpers on the job. To make matters worse, there were very uncomfortable quarters at night. The owner, Silas Brooks, lived in a log cabin of two rooms, one below and the other above. Brooks, his wife and two children occupied the lower room which served as bed room, dining room, living room and kitchen, and all slept in one bed. The crew and I climbed the ladder to the second floor where we found two very scantily furnished beds. There were five of us but I drew the line on three in a bed and selected the least dirty for my bed-fellow. The zero weather came up through the straw tick but by using our overcoats for covering and by turning over frequently, we managed to keep from freezing.

"The food was principally fat pork swimming in a sea of melted lard, and buckwheat cakes about the size of a dinner plate. There



Azor R Hunt

was no change of menu all the time I was there. I sawed the first log on January 8th with the temperature around zero."

In 1872, the Warren shop was destroyed by fire. While it was being rebuilt, he was employed by Haughton and Knisser, Toledo, Ohio, and later, at the E. P. Allis Works, Milwaukee, Wisconsin. Returning to the Warren shop, he was employed there until 1876 when, due to the depression, all unmarried men were suspended. During this period, he found work at the Allegheny Valley Railroad shops in Oil City, until a railroad strike brought him back to Warren.

In 1877-1883, worked in Warren shop and setting up mills in Tennessee and Kentucky. Had charge of exhibition of machinery at Southern Exposition in Louisville, summer of 1883.

In 1884, in partnership with his brother, C. M. Hunt, bought a butter tub factory in Windham, Ohio. In 1887, entered Carnegie service as above stated. On May 1, 1914, resigned, and retired.

Director, Carnegie Steel Company.

Vice President, Monongahela Trust Company, Homestead, Pa.

Director, First National Bank of Homestead.

President, Board of Directors, Carnegie Library of Homestead.

During the World War, he served in the Ordnance Department in Pittsburgh District, expediting deliveries of war material, settling strikes, on Draft Board, Red Cross work, and helping to organize Volunteer Home Defense Police of Allegheny County.

Active in all branches of Masonic Order, including Knights Templar, Shriners, and 33rd Degree.

Member of Calvary Protestant Episcopal Church, of Pittsburgh.

Clubs:

Duquesne Club, of Pittsburgh.

Youghiogheny Country Club.

Enjoyed eleven years of retired but active life, much of the time spent in traveling.

Built a residence in West Woodland Road, Pittsburgh, and a summer home in Ontario, Canada.

In 1879, he married Emma Jane Christianar, of Warren, Ohio.

Children:

Harry C. Hunt, husband of Helen M. Miller, of Pittsburgh.

Florence A. Hunt, wife of Alfred C. Howell, of New York.

Fred L. Hunt, husband of Edna R. Huddleston, Rochester, N. Y.

Died, November 2, 1925, while on a visit at the home of his daughter, Mrs. A. C. Howell, who then resided in Dedham, Mass.

JAMES GRANT HUNTER

Born at Pittsburgh, Pa., October 1, 1852, and entered into the Carnegie service, January 1, 1889, as Clerk at Upper Union Mills.

He later occupied the following positions:

Assistant to Shipping Clerk, Lower Union Mills.

Shipping Clerk, Lower Union Mills.

Chief Clerk and Paymaster, Lower Union Mills.

Assistant Superintendent, Lower Union Mills.

Superintendent, Lower Union Mills.

He was with McKee, Murphy & Company, drygoods merchants in Pittsburgh, during the early seventies; then Chief Clerk of the Board of Health, City of Pittsburgh, until 1881.

From 1881 to 1889, he was with the Freight Department of the Pennsylvania Railroad.

On the formation of the United States Steel Corporation in 1901, he resigned his position as Superintendent of Lower Union Mills. During his last years, because of failing health, he lived in Atlantic City.

He was the son of William B. and Jane C. Hunter. On November 1, 1888, he married Elizabeth Phipps.

Children:

Henry Phipps Hunter, married Marjorie Hamilton.

John Stafford Hunter, married Edith MacFarlane.

Francis Wylie Hunter, married Elizabeth Oliphant.

Died at Atlantic City, March 22, 1912.



James G. Hunter



D. G. Kent

DAVID GARRETT KERR

Born at Conemaugh, Cambria County, Pa., February 13, 1864, and entered into the Carnegie service, July 1, 1882, as Laboratory Boy, Homestead Steel Works.

He was subsequently promoted to and occupied the following positions:

Carbon and Silicon Boy, Edgar Thomson Steel Works.

Assistant Chemist, Edgar Thomson Steel Works.

Chemist, Edgar Thomson Furnaces.

Assistant Superintendent, Edgar Thomson Furnaces.

Superintendent, Edgar Thomson Furnaces.

Ore Agent, Carnegie Steel Company.

He was a Director of the Carnegie Steel Company; President, Pennsylvania & Lake Erie Dock Company; Vice President, The Pittsburgh & Conneaut Dock Company; and Ore Agent of the constituent companies of United States Steel Corporation, with headquarters, Carnegie Building, Pittsburgh, Pa.

In January, 1909, he came to New York as Second Vice President of United States Steel Corporation. In 1910, the Corporation discontinued distinction in title of First and Second Vice President. In 1911, he became ranking Vice President, occupying this office until his retirement in 1932.

He is the son of Robert H. Kerr and Margaret Matilda George, who were married, March 28, 1861. Both parents were born in Pennsylvania. Graduated, Lehigh University, June, 1884, with the degree, "Bachelor of Metallurgy."

On June 13, 1933, Lehigh University conferred on him the Degree of Doctor of Engineering.

He is a member of the following organizations:

American Iron & Steel Institute, New York City.

American Institute of Mining & Metallurgical Engineers, New York City.

University Club, New York City.

Los Angeles Country Club, Beverly Hills, California.

Gogebic County Country Club, Ironwood, Michigan.

Oakmont Country Club, Oakmont, Pennsylvania.

Longvue Club, Pittsburgh, Pennsylvania.

Rolling Rock Club, Ligonier, Pennsylvania.

Duquesne Club, Pittsburgh, Pennsylvania.

Since his retirement, his recreations have been fishing, hunting, and golf.

FREDERICK H. KINDL

Born at Niemes, Austria, June 25, 1863, and entered into the Carnegie service as a Draftsman at the General Office, January 1, 1889. He later occupied the following positions:

Chief of Estimating Department.
Structural Engineer.

He retired from the Carnegie service, July 1, 1901.

Mr. Kindl was a graduate of the Case School of Applied Science, in Cleveland, Ohio, receiving the degree of Civil Engineer.

He was author of a chapter on "Wooden Beams" in an early edition of Kidders Handbook; and of a book on Rolling Mills.

He was interested in athletics, particularly gymnastics, as a member of the German Turnverein of Pittsburgh and took part in many exhibitions.

He invented one of the first riveting machines and a skip hoist for handling coal, gravel, etc.

He was an enthusiastic automobilist, being one of the first men in the Pittsburgh district to buy a car, making what then seemed to be venturesome tours to outlying districts such as Cleveland, Ohio, and Bedford, Pa.

His vacation periods were devoted largely to fishing and yachting on Lake Erie, making yearly trips to Sandusky and Put-in-Bay for sailing and in quest of black bass.

He was a member of the Union Club and Duquesne Club of Pittsburgh.

Just prior to his death, he visited the Panama Canal, in connection with the building of a large coaling station and its demonstration for Colonel Goethals.

He was the son of Frank Kindl and Fanny Duerfeld.

In 1890, he married Alice Schmidt.

Children:

Louise, wife of Frank S. Crawford.

Carl, husband of Jeane Meerhoff.

Fred, husband of Ethel F. Kellett.

Died, February 4, 1914.



F. H. Kindl



Geo Landen

GEORGE LAUDER

Born at Dunfermline, Scotland, November 11, 1837, and entered into the Carnegie service in 1870, as Manager of Larimer Coke Works.

He later became a member of the Board of Directors of all the affiliated companies and associations, and retired April 1, 1901.

He was the son of George Lauder and Seton Morrison.

On May 2, 1877, he married Anna Maria Varick.

Children:

George Lauder, husband of Katherine Rowland.

Harriet Lauder, wife of Dr. James C. Greenway.

Elizabeth Lauder, wife of Medford Kellum.

Grandchildren:

Katherine Lauder Hyde, wife of Worrall Hyde.

Mary Josephine Rowland Lauder, wife of Gene Tunney.

George Lauder III, husband of Frances Lensen.

James C. Greenway, Jr., husband of Helen Livingston Scott.

George Lauder Greenway.

Gilbert Greenway II.

Anne Greenway.

Anna Lauder, daughter of Elizabeth Lauder Kellum.

Clubs:

Duquesne Club, of Pittsburgh, Pa.

Pittsburgh Golf Club.

Pittsburgh Club.

New York Yacht Club, New York City.

Graduates Club, New Haven, Conn.

He invented the first newspaper folding machine in the early seventies

Professor of Mechanical Engineering, Queens College, Liverpool, 1864-1868.

Died, August 24, 1924.

* * *

* George Lauder, son of "Uncle Lauder," and Mr. Carnegie's cousin, the "Doddie" of that early period, now became a part of Carnegie Brothers. For several years following the separation on the Glasgow Dock in 1848, the lives of "Naig" and "Doddie" had taken quite different paths; the two men, however, had remained the closest friends and correspondents, still using the diminutives of their childhood.

George Lauder had early developed scientific tastes which afterwards yielded results valuable to his cousin's business. He studied science at Glasgow University under Lord Kelvin, and was graduated as a Mechanical Engineer, in 1864.

It was as an engineer that his contribution was made to the American Steel Industry, in which his fame is secure as the first man to introduce coal-washing machinery in the United States.

A man of solid rather than spectacular attainments, George Lauder continued for many years, a substantial co-worker, always appealed to when technical questions arose. "He never failed" wrote Mr. Carnegie, "in any mining or mechanical operation he undertook."

* From Burton J. Hendrick's "The Life of Andrew Carnegie."

His success in retrieving the dross of coal mines and converting it into income producing assets, was rewarded in 1881, with a small interest in Carnegie Brothers, an interest that grew in succeeding years until, in his old age, "Doddie" became a rich man.

On the personal side, this early playmate was quite the antithesis of his cousin. Reserved, unobtrusive, reflective, always restrained in speech, he never lost his Scottish tones and quality, adding the saving grace of caution and worldly sense to Mr. Carnegie's more imaginative traits.

His kindly nature and humorous understanding made him greatly beloved both in the Pittsburgh works and in Mr. Carnegie's personal circle."



Am. H. Leishman

JOHN GEORGE ALEXANDER LEISHMAN

Born at Pittsburgh, Pa., March 28, 1857, and entered into the Carnegie service, October 1, 1884, as Special Sales Agent. He later occupied the following positions:

Vice Chairman, Carnegie Bros., & Company, Ltd.

Vice President, Carnegie Steel Company.

President, Carnegie Steel Company.

He retired from the Carnegie service in June, 1897, to accept appointment by President McKinley, as United States Minister to Switzerland. He was later transferred to the same position in Turkey, in 1900. In 1904, he presented the demand that American citizens should have the same rights and privileges in Turkish Dominions as were granted to certain favored nations; and that the American Minister should have direct access to the Sultan. In 1906, his grade was raised to that of Ambassador. He was transferred by President Taft, as Ambassador to Italy, and in 1911, as Ambassador to Germany.

Prior to his entry into the Carnegie service, he had been in the service of Shoenberger Steel Company, and later, Senior partner in the firm of Leishman & Snyder, Iron & Steel Brokers.

He was the son of John B. Leishman, of Scotch-Irish Presbyterian descent, and Amelia Henderson, daughter of William Henderson, of the Henderson family of Belfast, a member of which owns the daily newspaper, Belfast News Letter, and which has given two Lord Mayors to Belfast.

The father, John B. Leishman died in Pittsburgh, leaving a young widow who later married Mr. Batson.

John G. A. Leishman, on September 9, 1880, at Homewood Chapel, married Julia Crawford, daughter of Edward Crawford, of Pittsburgh, and his wife, Nancy Fergusson, of Scotch-English Protestant descent. Mrs. Leishman died in Monte Carlo, Monaco, November 22, 1918, and is buried in the cemetery of Monaco.

Their children:

John George Alexander Leishman, Jr. Married (1) to Elizabeth Gardner Demarest; (2) to Anna Verelpen. No children.

Martha. Married (1) to Louis Comte de Gontaut-Biron, who died; (2) to James Hazen Hyde. One son, Henry Hyde.

Nancy. Married (1) to Charles, Duc of Croy, of whom were born:

Charles, Prince de Croy, born 1914.

Antoinette, Princesse de Croy.

Marie Louise, Princesse de Croy.

Married (2) to Andreas d'Oldenburg, Danish Minister to France, Grand Officer of the Legion d'Honneur, etc. Of this marriage, no children.

Mr. Leishman's clubs:

Union League Club of New York.

New York Yacht Club.

Metropolitan Club of New York.

Washington Club.

Duquesne Club.

Pittsburgh Club.

Travellers Club, Paris.
Cercle d'Orient, Constantinople.

He retired from the diplomatic service in 1913.

Died in Monte Carlo, March 27, 1924, and is buried in Monaco cemetery.

* * *

(An aftermath of the Homestead strike.)

*On July 23, 1892, the Chairman of the Carnegie Steel Company was sitting in his private office, intimately discussing business with John G. A. Leishman, one of his most valued lieutenants. The door opened and an office boy entered, followed closely by a stranger. (Alexander Berkman.)

This unannounced appearance and the nervous demeanor of the intruder, aroused their suspicions; rising, the Chairman advanced. Hardly had he taken a step when the flash of a pistol blinded his eyes. With a bullet in his neck, he sank to the floor. The visitor approached and shot again at the prostrate form, the second bullet also lodging in his victim's neck.

Raising the weapon once more, the assassin was about to fire a third time, but Mr. Leishman, whose rush in his direction had been impeded by the furniture, seized his arm and threw it upward, the bullet hitting the ceiling.

Mr. Leishman then grappled with the stranger, who proved far stronger than his slight figure would have led one to suppose. As the two men clinched, the Chairman, weak and bleeding, rose from the floor and ran to the assistance of his friend.

In the tussle that ensued, both the Chairman and Mr. Leishman spent their energies trying to unloose the pistol from the man's hand; the other hand being free, he was able to draw a dagger from his pocket, with which he stabbed the Chairman several times, wounding him in no vital spot. In a few seconds, the Chairman, with Mr. Leishman's aid, had thrown the would-be murderer to the floor."

The dagger, a rat-tailed file with a rough wooden handle, was wrenched from the hand of the assassin by Lawrence C. Phipps, then Vice President of the company. Berkman was overpowered and turned over to the police. He was tried and sentenced to twenty years in prison, of which he served about thirteen. He committed suicide in 1936.

* From Burton J. Hendrick's "The Life of Andrew Carnegie."



Homer J. Luskay

HOMER J. LINDSAY

Born at Pittsburgh, Pa., December 7, 1860, and entered into the Carnegie service, June 23, 1883, as Telegraph Operator.

He later occupied the following positions:

Stenographer.

Corresponding Clerk.

Special Agent.

Sales Agent.

Assistant General Sales Agent.

Assistant to President.

He was the son of Samuel D. Lindsay and Margaret Ann Buhaupt.

On June 25, 1890, he married Emma Knoderer.

As Assistant to the President of Carnegie Steel Co., he had direct administration of disbursements of the fund donated by Mr. Carnegie for the benefit of employees of that Company injured in the course of their employment.

Clubs:

Pittsburgh.

Duquesne.

Country.

German.

Oakmont Country.

Liberty Hunting & Fishing.

Americus.

Press.

Y.M.C.A.

New York:

New York Athletic.

Transportation.

Strollers.

Lakewood Country.

Other Organizations:

Davage Lodge No. 374 F. & A. M.

Allegheny Royal Arch Chapter No. 217.

Allegheny Commandery No. 35, K. T.

Pennsylvania Consistory, Scottish Rite Masons.

Syria Temple, A. A. O. N. M. S.

Pittsburgh Lodge No. 11, B. P. O. E.

He was aide-de-camp on the staff of two governors of Pennsylvania, with the rank of lieutenant colonel.

Member, Smithfield Street M. E. Church which his parents joined in 1850.

Died, March 5, 1907.

"Dear Lindsay gone. A great loss to us all. First of the Veterans to fall. Would that we could decree we should all unite again and know no parting."

Telegram from Mr. Carnegie on death of
Homer J. Lindsay, March 5, 1907.

THOMAS LYNCH

Born at Uniontown, Fayette County, Pa., August 13, 1854, and entered into the Carnegie service through the Frick Company, September 1, 1875, as Shipping Clerk.

He later occupied the following positions:

Superintendent, H. C. Frick Coke Company.

General Superintendent, H. C. Frick Coke Company.

General Manager, H. C. Frick Coke Company.

President, H. C. Frick Coke Company.

He was the eldest son of Patrick and Anne Daniels Lynch, who had emigrated from Ireland and settled in Uniontown. His father, starting as a laborer, built a home, developed a business as a building contractor, and educated nine children.

Thomas Lynch was educated in the public schools of Uniontown and in the Fayette Institute, the latter school being similar to a modern High School, though not a free school.

His first venture in business was as a salesman for the produce of his father's small farm in Uniontown. There was rivalry in the town in the raising of potatoes for use on the Fourth of July, and he made a record as a "topnotcher" in raising early potatoes and selling them to well-to-do residents at \$1.00 per peck.

His first employment away from home was in the wholesale grocery of Allen Kirkpatrick in Pittsburgh. While there, he studied bookkeeping in a night school. He was next employed in the office of a locomotive factory located in Connellsville, Pa.

Following this, in the latter part of 1873 or early in 1874, he obtained employment as a clerk in the store of E. H. Reid, located at Broad Ford, Pa., near Connellsville, Pa. The development of the Connellsville coke region had started in the vicinity of Broad Ford a few years before and upon his arrival he began his connection with the coke business. A letter written by him, from Broad Ford in 1876 states that the developing company had an output of 13,000 bushels of coke daily and that a Telegraph office was located in the vicinity.

In 1879, he married Sarah Agnes McKenna, of Pittsburgh, and settled at Dunbar, Fayette County, Pa.

Children:

Mary, married Joseph D. Wentling.

Sarah, married J. Edgar Murdock.

Charles McKenna, married Mary Richardson Kinhead.

Ralph, married Katherine Gans.

John J., married Geraldine Martin.

Thomas, married Carolyn Jamison.

Clay F., married Eleanor Head.

Two other children, Anne and Richard, died in childhood.

Mr. Lynch was a member of the Duquesne Club, Pittsburgh.

Died, December 29, 1914.



W. Lynch



J. C. McLaughlin

GEORGE EMMETT McCAGUE

Born in Lawrence County, Pa., November 16, 1857, and entered into the Carnegie service, February 1, 1891, as General Freight Agent.

He was later promoted to Traffic Manager of all the Carnegie Interests. He retired from the service December 31, 1903.

Mr. McCague was the son of Robert McCague and Jane Harshe. On March 30, 1887, he married Georgie M. Smith.

Children:

Alice Marie McCague, who married T. McKee Graham.

Anna Dake McCague, who married Ralph W. Gibbs.

Robert H. McCague, who married Dorothea L. Cooper.

He was a member of:

The Duquesne Club of Pittsburgh.

Allegheny Country Club.

Edgeworth Club.

Pennsylvania Society.

He was the first President of Sewickley Valley Hospital, the establishment of which was largely due to his generosity and personal service.

* * *

* That Western competitors were receiving secret rebates, on the strength of which, they went below his bids, Mr. Carnegie well knew, but the precise figures were locked deeply in the railroad's archives. (Pennsylvania).

This information he was determined to obtain. At that time a young man, and a clever one, George E. McCague, had charge of traffic matters for the Carnegie Company. McCague was summoned and informed that the favorable moment had come to win his spurs. "I must have the exact rebates that are being paid our competitors in Chicago, Cleveland and other places," Mr. Carnegie told McCague. "You must obtain them. How you are to get them I don't know and don't care. But I must have them."

As Mr. McCague left the presence, promising to secure the imperative details, Mr. Carnegie's voice quoting from one of his favorite plays, Richelieu, followed him out of the door:

—"From the hour

I grasp that packet, think your guardian star
Rains fortune on you."

In a brief period, McCague placed the desired statistics in Mr. Carnegie's hands. From that day to this no one has ever learned how he obtained these, the closest of all railroad secrets.

*The service was so great that, in due course, McCague was admitted to partnership in the Carnegie Steel Company.

Died, July 13, 1926.

* * *

* From Burton J. Hendrick's "The Life of Andrew Carnegie."

WILLIAM CLIFTON McCAUSLAND

Born at Pittsburgh, Pa., August 9, 1861, and entered into the Carnegie service, November 27, 1887, as Assistant Bookkeeper in the H. C. Frick Coke Company.

He later occupied the following positions:

Cashier, H. C. Frick Coke Company.

Cashier, Carnegie, Phipps & Company, Ltd.

Cashier, Carnegie Steel Company.

Assistant Treasurer, Carnegie Steel Company.

Treasurer, Carnegie Steel Company.

Director, Carnegie Steel Company.

Mr. McCausland was the son of Wm. A. McCausland and Margaret McKrell.

On February 9, 1893, he married Margaret Alice Crouch.

Children:

William Clifton McCausland, Jr.

Margaret Alice Crouch McCausland.

Both children died in early childhood.

Mr. McCausland's chief interest aside from business was in music and musical organizations. His voice was a fine tenor, and Mrs. McCausland's a dramatic soprano.

Died, October 4, 1935.



W. C. C. Candlish



Geo. W. Lord

JOHN McLEOD

Born at Wilmington, Delaware, May 30, 1855, and entered into the Carnegie service, June 1, 1892, as Assistant Engineer of Tests.

He later occupied the following positions:

Engineer of Tests, Carnegie Steel Company.

Assistant to President, Carnegie Steel Company.

He retired from the Carnegie service, March 31, 1905, on account of ill-health, reentering the service, April 1, 1910 and retiring finally, June 30, 1927.

Mr. McLeod inaugurated a system of apprentice courses in the practical training of young men, under the direction of Mr. James Camp.

For machine shop apprentices, there were courses in Mechanical Drawing, Machine Design, operation of drill presses, shapers, lathes, and other machine shop tools; all class work being on Company time.

For selected college graduates, there was offered practical experience in the lines of their technical knowledge. They were paid salaries, and in two years, were put through the various mill departments and also given some opportunity to deal with some of the problems of administration and selling.

He was President (1905-6) of the American Association of Iron and Steel Manufacturers, the members of which were makers of 95% of the Open Hearth and Bessemer steel produced in the U.S.A.

He was a member of the Shadyside Presbyterian Church and of the Masonic Order. Also of the Duquesne Club, Pittsburgh.

He was the son of Alexander McLeod and Sarah Ann Mather, of Wilmington, Delaware.

On June 9, 1886, he was married to Lillie Josephine Chandler, in Centerville, Delaware, near Wilmington.

Children:

Norman Chandler McLeod, husband of Mary Elizabeth Holmes.

Donald Mather McLeod, husband of Mary Bouche Cowan.

Ralph Carpenter McLeod, husband of Virginia Helen Locke.

Died, March 3, 1935.

EDWIN STANTON MILLS

Born at New Brighton, Pennsylvania, January 5, 1870, and entered into the Carnegie service, September 1, 1893, as Assistant Sales Agent, at Cleveland, Ohio.

He was subsequently promoted to and occupied the following positions:

Sales Agent, Cleveland, Ohio.

Special Agent, Oliver Iron Mining Company.

General Manager, Pittsburgh Steamship Company.

Director, Pittsburgh, Bessemer & Lake Erie Railroad Company.

He retired from the Carnegie service, May 1, 1901, in order to accept the position of Assistant to Vice President, United States Steel Corporation.

In 1904, he retired from the service of the United States Steel Corporation, living abroad for two years.

In 1907, he again entered the service of Carnegie Steel Corporation, temporarily at St. Louis and later in St. Paul. In 1910, he was stationed in Chicago as Special Sales Agent.

In 1919, he became General Manager of Sales of the Illinois Steel Company, and in 1927, was elected a Vice President, remaining in that position until his retirement in 1933 on account of illness.

Clubs:

Chicago Club.

Union League Club.

Mid-day Club.

Cliff Dwellers Club of Chicago.

Arts Club of Chicago.

University Club of Evanston.

Glen View Club.

Lawyers Club of New York.

Outside activities:

Northwestern University, Trustee, member of Executive Committee, Vice President of Board of Trustees, Chairman of Finance Committee.

Lawrence Hall: (a home in northwest Chicago for underprivileged boys.) Vice President, Board of Directors.

Chicago North Shore Festival Association: (Liquidated in 1932.) Trustee.

Northwestern University Festival Association: (Organized in 1936 by Mr. Mills and Mr. Theodore W. Robinson.) President.

Present address, 1804 Hinman Avenue, Evanston, Illinois.

Mr. Mills is the son of James Robinson Mills and Elizabeth Thoburn.

On February 16, 1911, he married Marjorie Adelaide Brown.

Children:

Marjorie Adelaide Mills, wife of Lambert Arundel Hopkins, Jr.

Edwin Stanton Mills, Jr.

James Huntington Mills.



Erwin. H. Miller



A. M. M. M.

AMBROSE MONELL

Born at New York City, February 17, 1873, and entered into the Carnegie service, July 6, 1896, as Metallurgical Engineer.

He was later promoted to the position of Assistant to President, Carnegie Steel Company.

He retired from the Carnegie service, March 30, 1902, to accept the position of President, International Nickel Company. He resigned that office in 1917, to enter the Army, as Colonel, Signal Corps, Aviation Section, and served with the A.E.F. in France, on the staff of the commander of the American Aviation forces, Gen. Foulois. He was in command of day and night bombing groups.

Director, Air Reduction Company.

American International Corporation.

Coronet Phosphate Company.

Haskell & Barker Car Company.

International Motor Truck Company.

International Nickel Co.

Graduate of Columbia University, 1896.

Clubs:

Racquet Club.

Metropolitan Club.

Union Club.

University Club.

Downtown Club.

Tuxedo Club.

Spesutia Rod and Gun Club.

He was the son of Ambrose Monell and Jane Kip Hyatt.

On October 13, 1899, he married Maude Monell, daughter of Dr. G. Monell.

Children:

Margaret Monell, wife of John Columbus O'Donnell, of Baltimore, Md. Married March 6, 1925. Child, John C., Jr.

Barbara Monell, wife of Kenneth Wilson Glaze.

Ambrose Monell, 3rd. Killed in airplane, August 2, 1929.

Marion Bruce, died in infancy.

Edmund Converse.

Died, May 2, 1921.

THOMAS MORRISON

Born at Dunfermline, Scotland, December 5, 1861, and entered into the Carnegie service, May 30, 1886, as Machinist, Homestead Steel Works. He was subsequently promoted to and occupied the following positions:

Assistant Foreman Machinist, Homestead Steel Works.

Foreman Machinist, Homestead Steel Works.

Superintendent, Slabbing Mills, Homestead Steel Works.

General Superintendent, Duquesne Works.

General Superintendent, Edgar Thomson Works.

Director, Carnegie Steel Company.

* "Since resigning from the Edgar Thomson Works, I have enjoyed life principally through the grand old game of golf. From time to time I was interested in some outside undertakings, some of which were profitable, others not. In addition, (up to last summer, at which time I resigned), I have enjoyed being a Director of the United States Steel Corporation; also am still a Director of the International Nickel Company of Canada, Ltd., and several other smaller companies."

** "Morrison, brief-spoken, exact."

*** "We had another valuable partner in a second cousin of mine, a son of Cousin Morrison of Dunfermline. Walking through the shops one day, the superintendent asked me if I knew I had a relative there who was proving an exceptional mechanic. I replied in the negative and asked that I might speak with him on our way around. We met. I asked his name. "Morrison," was the reply, "son of Robert"—my cousin Bob.

"Well, how did you come here?" "I thought we could better ourselves," he said.

"Whom have you with you?" "My wife," was the reply.

"Why didn't you come first to see your relative who might have been able to introduce you here?"

"Well, I didn't feel I needed help if I only got a chance."

"There spoke the true Morrison, taught to depend on himself, and independent as Lucifer. Not long afterward, I heard of his promotion to the superintendency of our newly acquired works at Duquesne, and from that position, he steadily marched upward.

"He is today, a blooming but still sensible millionaire. We are all proud of Tom Morrison."

Mr. Morrison is the son of Robert Gaylor Morrison and Betsy Coutts.

On September 29, 1887, he married Elizabeth Graham Park.

Children:

Robert Gaylor Morrison, husband of Mary Hester Weimer.

Agnes Speirs Morrison, (deceased).

Bessie Coutts Morrison, wife of John S. McKelvy, Jr.

Louise Frances Morrison, wife of C. Edward Murray, Jr.

Helen Belle Morrison.

Thomas Morrison, Jr., husband of Virginia Claire.

Gail Morrison, wife of Lewis S. Kerr, Jr.

* From a letter from T. M., November 23, 1937.

** From the Hendrick "Life of Andrew Carnegie," page 44, Vol. II.

*** From the "Autobiography of Andrew Carnegie," page 145.



Ed
Thomas, Morrison

Grandchildren of Thomas Morrison:

Robert Gaylor Morrison, Jr.

Thomas Morrison, 3rd.

Louise Murray Harper.

Helen Murray.

Gail Murray.

Sara Mary Morrison.

Amy Elizabeth Morrison.

GIBSON DAVID PACKER

Born at Marsh Creek, Centre County, Pa., October 29, 1859, and entered into the Carnegie service, March 1, 1889, as Solicitor, which position he occupied until his retirement April 1, 1904.

He graduated from the Pittsburgh Central High School with highest honors and was valedictorian of his class. He later attended the law school of the University of Michigan, graduating in 1883, with the degree of LL. B.

He was admitted to the Allegheny County Bar the same year and had been in active practice until his death. Subsequent to the formation of the United States Steel Corporation, he resumed his private law practice. In 1906, he formed a partnership with Hallock C. Sherrard under the firm name of Packer & Sherrard.

* His ancestry, in regular line of descent, was as follows:

Philip Packer came from England in 1683, settling where Princeton now stands. He married Rebecca Jones and then the descent was:

Philip and Ann (Coats) Packer.

James and Rose (Mendenhall) Packer.

Aaron and Hannah (Johnston) Packer.

John and Sarah (Low) Packer, his grandparents.

Job W. and Charity Bye (Way) Packer, his parents.

He married Miss Esther Greeno, of Cincinnati, November 16, 1916, and had one son, Loren David Packer, now a student in the University of Michigan.

He was affiliated with Christ Methodist Episcopal Church of Pittsburgh, and was a member of the Allegheny County and Pennsylvania State Bar Associations, the University Club, Duquesne Club, and Oakmont Country Club. He was an ardent golfer and many of his golfing partners were the Carnegie veterans living in Pittsburgh.

** As a young lawyer he came into contact with Andrew W. Mellon, then resident Vice President of the American Surety Company. In 1889 a senior officer of the Carnegie Steel Company sent for him and told him that while Knox & Reed were general counsel for the company, it had been decided that they should have a young lawyer in the office of the company who would be at all times available, and that Mr. Mellon had suggested his name to him.

Mr. Packer was loath to give up his growing practice, but was assured that if he made good, eventually he would be made a junior partner, this promise being made good some years later.

One of the first matters to which he turned his attention was an examination of the titles to the real estate owned by the company. He found that the company did not own the coal rights underneath the Edgar Thomson Steel Works. He presented his finding, giving an estimate of the probable cost of acquiring these rights, and was asked if he thought the matter was important. Mr. Packer assured his seniors that it was, as in the course of further construction, the plant might be let down into a hole in the ground. He was then instructed to go ahead and secure these rights.

* From White's Cyclopedia of American Biography.

** Condensed from letters received from his partner, Hallock C. Sherrard, Pittsburgh, Pa.



Gilman D. Parker

When Mr. Packer next presented a legal matter to them, he received instructions to act on his own responsibility unless it was obviously a question which should be brought to their attention.

This policy of placing responsibility on junior officials and holding them to strict account for results, was the secret of the success of the company.

Mr. Packer became an expert in the drafting of Wills and some of his old partners came to him for that purpose. While playing golf years later with Frank C. McGirr, a prominent member of the Pittsburgh bar, who was attorney for the estate of William H. Borntraeger, one of the early Carnegie partners, something was said about the Borntraeger Will. Mr. Packer made some comment and Mr. McGirr said rather brusquely, "What do you know about it?" Mr. Packer replied quietly, "I wrote it." "The Hell you did," said McGirr, "I have always wondered who wrote that Will for it is one of the best Wills I have ever had anything to do with."

His partner writes, "I became associated with him in 1906, and our partnership continued until his death. I look back upon my association with him with the greatest satisfaction and pleasure. He had the innate instincts of integrity and, while I hope I had a heritage of my own, I have always felt that my association with him unquestionably tended to a development of character in me that was to my great advantage."

Died, June 5, 1929.

WILLIAM PENDLETON PALMER

Born at Pittsburgh, Pa., June 17, 1861, and entered into the Carnegie service, May 25, 1881, as Clerk at Lower Union Mills.

He later occupied the following positions:

Draftsman, Lower Union Mills.

Salesman, Carnegie, Phipps & Company, Ltd.

Secretary, Carnegie, Phipps & Company, Ltd.

General Sales Agent, Carnegie, Phipps & Company, Ltd.

General Sales Agent, Carnegie Steel Company.

Assistant to President, Carnegie Steel Company.

He retired from the Carnegie service, February 1, 1896, to accept the position of Vice President of Illinois Steel Co.

Later he became President of American Steel & Wire Company, which, on April 1, 1901, became a subsidiary of the United States Steel Corporation.

He was a director of the National Bank of Commerce and Cleveland Trust Company in Cleveland, Ohio, and also of the United States Steel Corporation.

A member of the following clubs:

Engineers Club, New York.

Railroad Club, New York.

Union Club, Cleveland.

Rowfant Club, Cleveland.

Country Club, Cleveland.

Tavern Club, Cleveland.

Hermit Club, Cleveland.

Mayfield Club, Cleveland.

Euclid Club, Cleveland.

Kirtland Country Club, Cleveland.

Chicago Club, Chicago.

Duquesne Club, Pittsburgh.

Pittsburgh Club, Pittsburgh.

A member of the American Society of Civil Engineers, and of the Society of Colonial Wars.

Trustee of Lakeside Hospital, Case Library, and Western Reserve Historical Society.

He was the son of James Stewart and Eleanor (Pendleton) Palmer.

On June 23, 1899, he married Mary Boleyn Adams who died March 6, 1937.

Children:

Jane Boleyn, wife of William Chisholm II.

William P. Palmer, Jr., husband of Jean Hanna.

Died, December 17, 1927.



H. J. Palmer



Thos. R. Spaworth

ALEXANDER ROLLAND PEACOCK

Born at Dunfermline, Scotland, August 12, 1861, and entered into the Carnegie service, December 2, 1889, as Clerk in the Purchasing Department of Carnegie, Phipps & Company, Ltd.

He later occupied the following positions:

Chief of Credit Department, Carnegie, Phipps & Company, Ltd.

Assistant Sales Agent, Carnegie, Phipps & Company, Ltd.

General Sales Agent, Carnegie Steel Company.

First Vice President, Carnegie Steel Company.

Director, Carnegie Steel Company.

He made the first sale of American rails (65,000 tons) to the Canadian Pacific Railroad, through the President, Sir Thomas Shaughnessy.

He retired from the Carnegie service, May 1, 1901.

Mr. Peacock had been engaged in the linen trade in Dunfermline and came to New York, where he was associated with the firm of Locke & Potts.

He was the son of William Peacock and Isabel Rolland.

On June 24, 1885, he married Irene May Affleck.

Children:

Clarence Neilson.

Rolland Bedell.

Grant Allen.

Irene Margaret, wife of Joseph Larocque Anderson.

Jean Alexander, wife of Hosmer B. Eldridge.

Clubs:

Oakmont Country Club.

Thousand Island Yacht Club.

New York Yacht Club.

Union Club of New York.

Member and officer of Robert Burns Society.

Member of St. Andrew's Society.

* "That the applicant was a Dunfermline man, did not prejudice Mr. Carnegie against him. 'What would you give if I should make you a millionaire?' he asked, after discussing old friends and living again the incidents of his youth. 'A liberal discount for cash,' Mr. Peacock promptly replied. Such a retort would in itself secure an opening with Mr. Carnegie. Mr. Peacock made rapid progress, became the head of the Carnegie Sales Department, and was ultimately advanced to a two percent partnership."

Died, July 12, 1928.

* From Burton J. Hendrick's "The Life of Andrew Carnegie."

LAWRENCE COWLE PHIPPS

Born in Washington County, Pa., August 30, 1862, and entered into the Carnegie service, October 30, 1879, as Clerk, Upper Union Mills.

He was subsequently promoted to and occupied the following positions:

Shipping Clerk, Upper Union Mills.

Assistant Bookkeeper, Carnegie Bros. & Company, Ltd.

Treasurer, Carnegie, Phipps, & Company, Ltd.

Assistant Treasurer, Carnegie Steel Company.

Treasurer and Manager, Carnegie Steel Company.

Second Vice President, Carnegie Steel Company.

Vice President and Director, the Carnegie Company.

He retired from the Carnegie service, April 1, 1901, and is not at present actively engaged in business. Address, 3400 Belcaro Drive, Denver, Colorado.

In April, 1934, Mr. Hazlitt of the Denver News, published a brief account of his life and services as a business man and United States Senator from Colorado from which the following condensed account is taken:

He has been largely instrumental in furthering these projects:

Airmail service from coast to coast.

Nevada-California Electric Corporation, serving the gold-fields district of Nevada and mining and farming districts in southern California.

A Farm Loan Company, to loan to farmers at low rates.

Denver Civic and Commercial Association, to assist farmers in cultivating additional lands.

The Denver Morris Plan, to assist deserving borrowers.

Mountain States Telephone & Telegraph Company, of which he was a director and large stockholder.

Colorado Taxpayers Protective League, for the betterment of state and city administrations.

American Red Cross, of which he is the first life member. He was appointed by President Wilson, a member of the National Finance Committee of the Red Cross, when war was declared against Germany and made large contributions to various American and foreign relief funds.

Mr. Phipps came to the rescue of the Moffat railroad when it was financially embarrassed and his large investments and active interest in the management resulted in the laying of rails to Steamboat Springs and later on to Craig, its present terminus.

As Chairman of the Board of Directors of the road, he carried on the work of David H. Moffat, whose ambition was to give Denver, through the agency of the railroad he ruined himself to build, a direct outlet to the Pacific Coast.

Mr. Phipps brought the Moffat road out of its struggle against financial reverses and he now sees, years later, the dream of the builder come true; transcontinental trains gliding under the Continental Divide, through the Moffat Tunnel.

He served two terms as United States Senator, March 4, 1919, to March 4, 1931, during which he was a member of these Senate



Lawrence C. Shipps

Committees :

Appropriations.
Banks and Currency.
Irrigation and Reclamation.
Mines and Mining.
Education and Labor.
Post Office and Post Roads.

He was instrumental in securing large appropriations for the development of the Rocky Mountain and the Mesa Verde National Parks, and was the author of the Phipps Bill which provided that contributions for road construction, by Colorado and ten other "Public Lands" states, in collaboration with the Federal Government, should be reduced in accordance with the amount of Government land in each state.

In his mother's memory, in 1904, he founded the Agnes Phipps Memorial Sanatorium, for the treatment of tuberculosis, endowing it with an annual revenue of \$17,000.00.

An eastern paper, in an article on Senator Phipps, said :

"Colorado sent a MAN to Washington to represent her; and she has received a man's service."

In recognition of these services to nation, state, and education, the degree of Master of Arts was conferred on him by the University of Denver.

The family history of Mr. Phipps is as follows :

He is the son of William Henry Phipps, a native of England, and Agnes McCall Phipps, of Dumfries, Scotland.

On September 5, 1885, he married Ibrealla Hill Loomis, to whom were born, Lawrence C. Phipps, Jr. (married Bertha Richmond), and Emma Loomis Phipps, now Mrs. William White. Mrs. Phipps died in July 1888.

On April 22, 1897, he married Genevieve W. Chandler, (deceased). From this union two daughters were born: Dorothy Chandler Phipps, now Mrs. Van Holt Garrett, and Helen Chandler Phipps, now Mrs. Donald Bromfield.

On January 25, 1911, Mr. Phipps married Margaret Rogers, daughter of Judge and Mrs. Platt Rogers. They have two sons, Allan Rogers Phipps, (married Doreen Evans) and Gerald Hughes Phipps, (married Janet Smith).

Children of Lawrence C. Phipps, Jr.: Daughters, Mary Hart *(Mrs. Chapman Young, Jr.), Diana (Mrs. Lindsay Riley), Joan, and Richmond; sons, Lawrence C. Phipps, III, and Henry Richmond Phipps.

Children of daughter Emma (Mrs. William White); Daughter, Jane Dundas; sons, William White, Jr. and Lawrence Phipps White.

Child of daughter Dorothy (Mrs. Van Holt Garret): Son, Van Holt Garret, Jr.

Children of daughter Helen (Mrs. Donald C. Bromfield): Daughters, Genevieve and Edith; son, Donald C. Bromfield, Jr.

*Greatgrandchild (Son of Mrs. Chapman Young, Jr.) Chapman Young III.

JOHN ALFRED POTTER

Born at Mount Savage, Maryland, June 8, 1859, and entered into the Carnegie service, February 1, 1873, as Greaser Boy at Lower Union Mills.

He later occupied the following positions:

Machinist, Edgar Thomson Steel Works.

Foreman Machinist, Edgar Thomson Steel Works.

Master Mechanic, Homestead Steel Works.

Assistant Superintendent, Homestead Steel Works.

General Superintendent, Homestead Steel Works.

Chief Mechanical Engineer of all Carnegie Plants.

He retired from the Carnegie service, November 1, 1893.

Mr. Potter was the son of Joseph Potter, born in Middleton, England, and Sarah Bullard.

On December 5, 1883, he married Margaret Montgomery (formerly of Philadelphia) in Pueblo, Colorado.

Children:

Robert Forsyth (deceased).

John A. Potter, Jr., who married Mary Wilcox of Elizabeth, New Jersey, April 27, 1927.

Their children:

Robert Forsyth Potter.

John Wilcox Potter.

Sara Elizabeth Potter.

From 1893 to 1897, Mr. Potter was General Manager of Cleveland Rolling Mills.

From 1898 to 1901, he was in Mexico, representing the Guggenheim interests as General Engineer.

In 1902, he was in Peru, South America, investigating mines for H. C. Frick and A. W. Mellon which they afterwards purchased. After about a year, he returned to the United States and retired from business, devoting his time to research work. He was a member of the Masonic Order.

Died, December 18, 1925.



J. H. Potter



J. H. Reed

(JUDGE) JAMES HAY REED

Born at Allegheny City, Pa., September 10, 1853, and entered into the Carnegie service, January 1, 1887, as General Counsel.

He also occupied the positions of:

President, Bessemer & Lake Erie Railroad Company.

President, Union Railroad Company.

Director, Carnegie Steel Company.

He was the son of the late Dr. Joseph Allison Reed and Eliza Hay Reed. He was educated in the public schools, the Western University of Pennsylvania (now the University of Pittsburgh), graduating in 1872.

He studied law with his uncle David Reed, a foremost Pittsburgh and Pennsylvania lawyer and was admitted to the Allegheny County Bar in 1875.

Soon after, he became a member of the firm, Knox and Reed, the senior member being Philander Chase Knox, later Attorney General of the United States, Secretary of State, and United States Senator from Pennsylvania.

Mr. Reed succeeded the Hon. Marcus W. Acheson, as Judge of the United States District Court, for the Western District of Pennsylvania. Within a year, he resigned this office, resuming his membership in Knox and Reed.

This firm was dissolved on the acceptance of Mr. Knox of the above mentioned Federal offices, and a new firm was formed, Reed, Smith, Shaw & Beal, later Reed, Smith, Shaw & McClay.

Judge Reed for many years was General Counsel and Vice President of Pittsburgh & Lake Erie Railroad Company. He was the organizer and President of the Pittsburgh, Bessemer, & Lake Erie Railroad Company, financed by Andrew Carnegie.

In 1899, he prepared the charter, etc., for the Consolidated Gas Company of Pittsburgh which was later acquired by the Philadelphia Company, of which he became President. He retired from this office in 1919, but continued his connection with the company as Senior Vice President and Director.

He handled the various legal and other technicalities incident to the sale of the Carnegie interests to the Morgan interests and on the organization of the United States Steel Corporation, he became a Director.

His other activities were as follows:

Chairman, Board of Directors, Farmers Deposit National Bank.

Director, Farmers Deposit Savings Bank.

Director, Farmers Deposit Trust Company.

Director, Fidelity Title & Trust Company.

Director, Gulf Oil Corporation.

President and Director, Reliance Insurance Company of Pittsburgh.

He was keenly interested in a number of benevolent and educational institutions in the Pittsburgh district.

Founder and President, Pittsburgh Skin and Cancer Foundation.

Director, Western Pennsylvania Hospital.

Treasurer and Trustee, The Carnegie Institute.

Treasurer and Trustee, Carnegie Institute of Technology.

Treasurer and Trustee, Carnegie Library.
Treasurer and Trustee, Carnegie Hero Fund Commission.
Vice President and Director, U. S. Steel and Carnegie Pension Fund.

He was a member of the Commission on Constitutional Amendment and Revision, appointed by the Governor of Pennsylvania in 1919; and of the Pennsylvania Tax Commission, 1923-7.

His favorite recreation was golf, being a member of these clubs:

Oakmont Country Club.
Allegheny Country Club.
The Fox Chapel Golf Club.
Longue Vue Club.

He was also a member of:

Duquesne Club of Pittsburgh.
Union League Club of Philadelphia.
University Club of New York.
Lawyers Club of New York.
Pittsburgh Art Society.
Academy of Science of Pittsburgh.

He received the degree of LL.D. from Princeton University in 1902 and was similarly honored by the University of Pittsburgh, in 1919.

He was a member and Chairman of the Board of Trustees of the Shadyside Presbyterian Church.

His wife was Kate J. Aiken, daughter of the late David Aiken, a prominent business man of Pittsburgh.

Children:

*David A. Reed, husband of Adele Wilcox.
James H. Reed, Jr., husband of Anica B. Humbird.
Katherine Reed, wife of John G. Frazer.

Judge Reed died, June 17, 1927.

* United States Senator from Pennsylvania, 1922-1935.



C. M. Schwab

CHARLES M. SCHWAB

Born at Williamsburg, Blair County, Pa., February 18, 1862, and entered into the Carnegie service, September 1, 1879, as Rodman, Engineering Corps, Edgar Thomson Steel Works.

He was subsequently promoted to and occupied the following positions:

Draftsman, Edgar Thomson Steel Works.

Civil Engineer, Edgar Thomson Steel Works.

Assistant Superintendent, Edgar Thomson Steel Works.

General Superintendent, Edgar Thomson Steel Works.

General Superintendent, Homestead Steel Works.

President and Director, Carnegie Steel Company.

On the death of George Lauder, he succeeded him as President of the Carnegie Veteran Association in 1917.

*Excerpt from "The Story of Charles M. Schwab," in the
Bethlehem Review, February 18, 1932.*

In the history of America's industrial progress, there is no career more inspiring than the meteoric rise of Charles M. Schwab.

At the age of seventeen, he was sweeping a country store. At twenty-five he was manager of one of the largest steel plants in America. Continuously advancing, with an ever-penetrating vision of the nation's possibilities, Mr. Schwab's crowning achievement has been the development of the Bethlehem Steel Corporation. Today, he is Chairman of the Board of Bethlehem, and, as President of the American Iron and Steel Institute, is the elected leader of the steel industry in America.

He is the son of John A. Schwab and Pauline Farabaugh.

The first Schwabs to settle in America, great grandparents of C. M. S., came to this country from Baden-Baden, Germany, about the year 1800, and located in Loretto, Pa., which is still the family headquarters.

The Schwab vigor and versatility were rooted in a strong heritage. John A. Schwab, his father, was a man of energy and accomplishments. He was a woolen manufacturer, a country banker, and had his hand in a score of neighborhood enterprises.

During the Civil War, John A. Schwab obtained an order to make blankets for the Union Army. There was a sizable mill at Williamsburg, about twenty miles from Loretto. Utilizing this mill on the contract, he moved his family temporarily to Williamsburg, where on February 18, 1862, Charles M. Schwab was born.

Life in Loretto, to which the family shortly returned, could be an instructive training ground for an observant growing boy. Due to his father's varied interests, Charles gained a knowledge not only of farm life, but of business operations, which were all the more easy to comprehend because on a small scale.

His father was interested in a livery stable and had the government mail contract for the region. For a time, young Charles drove the mail coach. School, however, was occupying much of his time. He was educated at St. Francis College, in Loretto, which in those days had the equivalent of a high school curriculum. Nevertheless, the courses in mathematics, physics, and chemistry were

eye-openers to the eager youth who not long afterwards was to recognize their practical value to his career.

When he had finished his classroom schooling at the age of seven-teen, his father, sensing the boy's abilities, said to him: "Charlie, you want to get out of Loretto; there is too little opportunity here to satisfy you."

It happened at the time that a traveling man by the name of Spiegelmire, a friend and neighbor of the Schwabs, had decided to open a grocery store at Braddock, Pa., where the vast Edgar Thomson Steel Works was the chief industry. Charles was offered and accepted the job of general utility boy at the new store.

He did not look forward to a career as a storekeeper, but the move was a stepping stone. It gave him a chance to work in a larger community, to meet new people. His job was not easy; he slept in the store, rose at six in the morning, swept out the store, and waited on any early customers who came in before the regular counter clerks had arrived.

A meeting with one of these early customers proved to be a turning point in his life. Captain Bill Jones was the General Manager of the steel works. He was the potentate of the countryside, a vaster figure to the neighborhood than the powerful J. P. Morgan in New York. His word was law. Not only did he have the power of his position, but he was a mammoth of a man, dynamic and dominating.

Accordingly, when early one morning, Captain Jones strode into the Spiegelmire store, the young Charles Schwab was well-nigh overwhelmed by the event. Nevertheless, some kinship of personality, some spark of understanding, gave courage to the country boy.

With all the courage he could muster, he said to the iron master, "Captain Jones, would you give me a job in the steel works?" Laughing at the assertiveness of this green country boy, Captain Jones replied: "Well, come up to my office." He lost no time and went up to the office, where the Captain gave him a note to Tom Cosgrove, who assigned him to the Engineering corps, a wise decision, and a lucky stroke for the country boy. His job was that of general utility laborer, but his knowledge of school books helped him to assist the engineering chief in a multitude of ways, taking levels, using the plumb line, and figuring problems. He borrowed books from the engineers on the staff, and perfected his knowledge of logarithms and other details needed in surveying. From this job grew the legend that he started in the steelworks as a stake driver. "I do not remember ever having driven a stake," he says of those days, but if stake driving was part of the work it was incidental to the general engineering job.

Two years passed while the engineering corps was assigned from one job to another in the growing steel works. They built blast furnaces, crane installations, a variety of equipment for the plant. His superior, a man named Brendlinger, relied increasingly on his young assistant. C. M. S. was a glutton for work and responsibility, and Brendlinger gave him every opportunity to learn all phases of the engineering job. Brendlinger was later assigned to a special job in the Scotia Mines, and it was necessary to retain an engineer in chief at the works.

One day Captain Jones, with whom C. M. S. had never even

spoken again since the day of their meeting at Spiegelmire's, came around to the engineering department, announced that Brendlinger was going to the mines, and asked C. M. S. if he thought he could take charge of the steel plant engineering in the meanwhile. There was no doubt in his mind, as he had been doing Brendlinger's work for months.

Thus, at nineteen years of age, Charles M. Schwab became Chief Engineer of the Edgar Thomson Works and also assistant to the General Manager.

To some extent there was luck in this astounding rise, the luck of personality, the luck of being born adjacent to a rising industry, the luck that Captain Bill Jones was a man of engineering cast of mind.

But the luck had been nourished by school books and industriousness. In applying himself to engineering knowledge and practice, he had done the one thing most likely to endear him to Captain Jones. The Captain was a rule-of-thumb, trial-and-error, engineer who, nevertheless had a fertile inventive mind. He invented the noted Jones Mixer, and the steel plant operations of the present day are based upon devices of Jones' creation. While C. M. S. had been apparently buried in the engineering corps, his activity within it was thoroughly known to his colleagues, and it was a department which Captain Jones watched with especial care.

None realized more than C. M. S. that the real opportunity of his life was now at hand. He applied himself to his engineering job with redoubled energy. The uses of chemistry and physics in pre-determining the qualities of steel, were just becoming known. This phase of the business was a closed book to Captain Jones and C. M. S. realized that he could make a real contribution to the plant if he only had a chemical laboratory.

Money was the problem. The young engineer had married Emma Eurana Dinkey, of Braddock, on May 1, 1883. Expenses of setting up a new home were a strain on the young man's purse. Somewhere, in addition to his jobs and school books, he had developed a native talent for music, and in the early days at Braddock, had augmented his income by giving piano and organ lessons in the evening; but even this did not provide the luxury of a chemical laboratory.

He managed to finance the idea and Mrs. Schwab gave up her sewing room in their little cottage, for the purpose of a laboratory. Her father had been a chemist, and she eagerly sympathized with her young husband's scientific interest.

From then on, night after night, the young chief engineer brought home chunks of steel from the mill and analyzed them for their various properties, developing methods of control of heat and mixtures, steps which constituted some of the early stages of metallurgy in the steel business.

He corresponded with other pioneers in this line, subscribed to foreign magazines, and read eagerly all that he could lay his hands on regarding the physical sciences as applied to steel manufacture. The practical possibilities of this development amazed and delighted Captain Jones, who frequently spent evenings at the little cottage, going over the engineering plans of the works and inspecting with enthusiasm, the knowledge revealed by the laboratory.

Six years passed and the steel industry continued to grow apace.

New vigorous leaders were needed. Andrew Carnegie had acquired the huge steel plant at Homestead. At the age of twenty-five, C. M. S. was placed in charge. A further promotion was ahead. Somewhere about this time, Captain Jones had said to Mr. Carnegie: "If anything ever happens to me, Charlie knows more about the works than I do."

Perhaps it was a premonition, for in 1889, Jones was killed in a plant accident and C. M. S. was appointed his successor as General Superintendent of Edgar Thomson Works. From this time on a new phase of his talents came into play—his gift for choosing and managing men. His magnetic smile, which was to become world famous, his contagious optimism, his tact and his encouraging friendliness were strongly needed in an industry which had developed into a battle of Titans.

1892 was a year of turmoil and discontent. With few exceptions, employers had little sense of responsibility toward their men. Unionism in some plants had still further widened the gulf of misunderstanding between the workers and their bosses.

The feeling of antagonism which was in the air in many industries during this period, came to a head at the Homestead Works, where a Union agreement with the company, terminated on July 1st. The company was unable to reach a settlement which would give due consideration to the great sums which had been expended in improvements which materially increased the output and therefore the earnings of the employees.

The result was a strike which continued until November 20th; in the meantime, the works were operating in a limited way, with non-union men.

Mr. Carnegie, on realizing the deep seriousness of the issue, had cabled to put C. M. S. in charge at Homestead. When he had been there before in the role of Superintendent, the problems had been those of production; now it was a matter of dealing with men. For the thirty year old Schwab, this was a supreme test of his belief that friendliness, fair play, and mutual understanding would smooth out most difficulties.

He determined not only to cure the ills at Homestead, but to do so with maximum speed. During his early months there, he frequently was on the job, seventy-two hours at a stretch, sustained by occasional catnaps, feeling the need to be always on call night and day, getting acquainted with the men individually, visiting their homes, giving ear to their grievances, recognizing the justness of much of their resentment, granting that both sides had made errors, convincing them that the only solution for capital and labor, was to work together, and assuring them that every man was welcome to bring any problem direct to him and find sympathetic understanding.

This new basis of relationships at Homestead met with success. The patience, tact, and energy displayed by him in this difficult situation, marked him as a man able to deal not only with the material problems of business, but also with human crises.

Mr. Carnegie recognized that this young lieutenant was a man of major calibre. Mutual devotion between the two men never wavered, and grew with the years.

In 1897, Mr. Carnegie offered Mr. Schwab the vice-presidency of the Carnegie Steel Company, Ltd., in training for the presidency but C. M. S. felt that he had served his apprenticeship.

"I do not want to be vice-president, Mr. Carnegie," he replied, "because in that position, I would be second man and I would be no good, but as manager of all these works, I am very happy and I prefer to stay as manager." Mr. Carnegie laughed, and a short time afterward, appointed C. M. S. to the presidency of the Carnegie Steel Company, Ltd. Charles M. Schwab had become a world figure.

With the labor issue settled, the struggle between financial forces gained headway, and without the role of Charles M. Schwab, the mutual destruction might have been momentous. Capital in all sections of the country was being poured into steel plants. New York and Chicago financiers were determined to break the grip of Pittsburgh. The indomitable Carnegie would not be downed, and was prepared to parallel any plant which aimed to challenge his supremacy. But as Mr. Schwab knew, Mr. Carnegie was eager to retire.

He had battled long and hard on the upward road from poverty. He had made his associates partners in his business. He had arrived at the apex of prosperity. He had no desire to get into a new era of battles if a way out could be found.

The only force strong enough to buy out Mr. Carnegie and to reestablish financial equilibrium, was J. P. Morgan, the elder."

Note: For the solution of this problem, see page 31 et seq.

He retired from the Carnegie service, April 1, 1901, to accept the position of President of the United States Steel Corporation.

Mr. Schwab's retirement from the presidency of the U. S. Steel Corporation in 1903 marked the beginning of his realization of his life's ambition. He sought to build a vast steel enterprise which would be his own creation and lead the way in American industry.

He had served faithfully in helping to develop the Carnegie enterprises. He had headed the launching of the U. S. Steel Corporation; but it would never be, save in its corporate structure, primarily his creation. It was a union of companies already fully grown.

On December 10, 1904, he organized the Bethlehem Steel Corporation to take over the Bethlehem properties; and in January, 1905, the new corporation came into actual possession and operation of the properties, with him as President and Chairman of the Board of Directors.

In 1918, President Wilson drafted him to become Director-General of the Emergency Fleet Corporation. At the close of the war, this corporation was turning out ships with a rapidity greater than the ability of the German submarine fleet to destroy them.

In 1927, he was elected President of the American Iron & Steel Institute.

In 1928, he was awarded the Bessemer Medal, by the Iron & Steel Institute of Great Britain.

A practical engineer, largely self-taught, Mr. Schwab has been honored with degrees from a number of universities.

Lehigh University, Doctor of Engineering.

Stevens Institute of Technology, the same.

New York University, Doctor of Commercial Science.

University of Pennsylvania, Doctor of Science.

St. Vincent College, Latrobe, Pa., the same.

Lincoln Memorial University, Doctor of Laws.

St. Francis College, Doctor of Laws.
 Franklin & Marshall College, Doctor of Laws.
 Allegheny College, Doctor of Laws.
 Juniata College, Doctor of Laws.

In August, 1925, he was awarded the Cross of the Legion of Honor, at Paris.

Though crowned with honors and successful achievement, he adheres to the fundamental principles which have built his career.

"The one thing that the war taught us above everything else," he says, "is that the true life is the life of modern democracy and simplicity."

Every move which the Bethlehem management has made for a closer relationship with the employees, has met with his hearty approval. Employee representation, pensions, relief plans, and other measures indicative of an alert responsibility on the part of management to the workers, he regards as great advances from the early days of American industry.

During the early days while the corporation was getting under way, Mr. Schwab resided at Bethlehem. In later years he has lived during the winter months at his New York home on Riverside Drive, but spends the greater part of the year on his farm at Loretto, Pa.

For further accounts of Mr. Schwab's activities see under the heading, "The Sale to Morgan" and minutes of the C. V. A.

Progress of Bethlehem during Chairmanship of Mr. Schwab.

	1905	1932
Total Investment,	\$40,000,000	\$681,000,000
Ingot Capacity, (gross tons)	190,000	9,540,000
Gross Sales,	\$14,500,000	\$342,516,000 (a)
Number of Plants,	5	33 (b)
Number of Subsidiaries,	9	61
Employees on Pay Roll,	9,500	65,000
Acreage of Manufacturing Land, (Including real estate)	350	14,250
Tons of Available Ore owned,	6,000,000 (G.T.)	175,000,000 (c)
Number of Sales Offices,	8	54
Number of Countries buying Bethlehem Products,	15	70

(a) Year 1929.

(b) Includes structural steel fabricating plants.

(c) Excludes north coast of Cuba, and Mexico.

Clubs and Organizations:

Lotos Club.
 Metropolitan Club.
 Manhattan Club.
 Recess Club.
 Duquesne Club.
 Maryland Club.
 Saucon Valley Country Club.
 Bethlehem Club.
 Whist Club.
 Catholic Club.
 Pennsylvania Society of New York.

Pilgrims of United States.
 Bach Choir.
 Union League of New York.
 Union League of Philadelphia.
 National Republican Club.
 Academy of Political Science.
 Chamber of Commerce, State of New York.
 American Arbitration Association.
 Metropolitan Museum of Art.
 New York Botanical Gardens.
 American Iron & Steel Institute.
 American Institute of Mining & Metallurgical Engineers
 American Society of Mechanical Engineers.
 Society of Naval Architects & Marine Engineers.
 Iron & Steel Institute of England.

Chronology of Charles M. Schwab.

- 1862—February 18—Born Williamsburg, Pa.
- 1879—Entered service of Carnegie companies, in engineering corps, Edgar Thomson Steel Works.
- 1881—Chief Engineer and Assistant General manager, Edgar Thomson Steel Works.
- 1887—Superintendent, Homestead Steel Works.
- 1889—General Superintendent, Edgar Thomson Steel Works.
- 1892—General Superintendent, Edgar Thomson and Homestead Steel Works, with headquarters at Homestead.
- 1897—President, Carnegie Steel Company, Ltd.
- 1901—President, United States Steel Corporation.
- 1905—President and Chairman of Board of Directors, Bethlehem Steel Corporation.
- 1916—Chairman of Board of Directors, Bethlehem Steel Corporation.
- 1918—Director-General, Emergency Fleet Corporation.
- 1927-29—President, American Iron & Steel Institute.
- 1928—Awarded Bessemer Medal by Iron & Steel Institute of Great Britain.

JOSEPH E. SCHWAB

Born at Williamsburg, Blair County, Pa., February 23, 1864, and entered into the Carnegie service, March 5, 1883, as a Draftsman at the Edgar Thomson Works.

He later occupied the following positions:

Civil Engineer, Edgar Thomson Works.

Superintendent, Blooming Mill, Homestead Steel Works.

Superintendent, Structural Department, Homestead Steel Works.

Superintendent, Upper Union Mills, Pittsburgh

General Superintendent, Duquesne Steel Works.

Director, P. B. & Lake Erie R.R. Co.

Director, Carnegie Steel Company.

He retired from the Carnegie service, June 1, 1901, to accept the position of Assistant to President, United States Steel Corporation.

Later, he became President of American Steel Foundries Co.

He was a member of the New York Cotton Exchange.

He was the son of John Anthony Schwab and Pauline Farabaugh.

He married Esther Bonner Munhall.

Children:

Charles Munhall Schwab, husband of Margaret Lethbridge.

Dorothy Eaton Schwab, wife of Livingston Middleditch, Jr.

Children of Charles Munhall Schwab:

Charles Munhall Schwab, Jr.

Peggy Schwab.

Children of Dorothy Eaton Schwab:

Nancy Middleditch.

Joan Middleditch.

Died, February 17, 1922.



J. E. Schwab



James Scott.

JAMES SCOTT

Born at Dalkeith, Scotland, December 18, 1850, and entered into the Carnegie service, January 1, 1877, as Machinist at Lucy Furnaces.

He later occupied the following positions:

Master Mechanic, Lucy Furnaces.

Assistant Superintendent, Lucy Furnaces.

Superintendent, Lucy Furnaces.

General Superintendent, Lucy, Isabella, Edith, and Neville Blast Furnaces.

He was the son of James Murray Scott and Jessie (Brown) Scott. His father spent his life in the steel business, at one time holding a position in Caddel's Steel Works, Bridge Nest, Scotland.

Mr. Scott was educated in Lord Hopton's School near Edinburgh and afterward served a six years' apprenticeship in the steel industry in Scotland.

He came to the United States in 1872 and for five years was employed in Brooklyn.

His career amply justified his title of dean of superintendents of the company, and Mr. Carnegie's broader phrase, "Dean of the blast furnace corps of the world."

He was the first to build a thin-lined furnace which was successful in operation and was associated with the introduction of the Scott bronze bosh plate and pig casting machine.

The first practical application of the dry blast method originated by James Gayley, was made at the Isabella Furnace under his direction.

He married Helen E. Johnston, June 20, 1876. Their children are:

Jessie B., wife of Dr. Alric Garland.

Frances M., wife of John K. Henry.

James.

Margaret M., wife of Edward Groetzinger.

Helen E., wife of Frederick C. Fairbanks.

Bessie, wife of J. Farley Walton.

George J., husband of Sue Young.

He was a member of the American Iron & Steel Institute and of the Engineers Society of Western Pennsylvania.

Died, May 19, 1920.

WILLIAM HENRY SINGER

Born at Pittsburgh, Pa., October 2, 1835, and entered into the Carnegie service through the Homestead Steel Works, in January, 1880.

He later occupied the following positions:

President, Pittsburgh Bessemer Steel Company.

Director, Carnegie Steel Company.

He was educated in the public schools of Pittsburgh and Western University of Pennsylvania.

His first employment was as a clerk with G. & J. H. Shoenberger & Co., later becoming a partner.

In 1860, he organized Singer, Nimick & Co., remaining at the head of that company until its merger with Crucible Steel Company of America, and serving as a director of that company until his death.

He was one of the organizers of Pittsburgh Bessemer Steel Company, which built the Homestead Steel Works, and was its President until its purchase by the Carnegie interests. Mr. Carnegie had offered partnerships to all the owners, which were declined by all except Mr. Singer, who accepted the offer and became a valued partner of Andrew Carnegie.

He was the son of George and Elizabeth Singer. In 1859, he married Hester Harton, who died February 19, 1918.

Children:

George Harton Singer, who married Charlotte O. Smith.

Elizabeth Singer, who married William Ross Proctor, of New York.

William Henry Singer, Jr., who married Anna S. Brugh, of Hagerstown, Md. (No children).

Marguerite Singer, who married Dr. Robert Milligan.

Children of George Harton Singer:

Hester Harton Singer.

George Harton Singer, Jr.

Child of Hester Harton Singer and Jesse D. Browne. (First husband, deceased).

Hester Harton Browne.

Children of Hester Singer Browne and Richard Hollyday Semple. (Second husband, deceased).

Richard Hollyday Semple, Jr.

Harton Singer Semple.

Hester Singer Semple married as her third husband, Norman Allderdice. (No children).

Children of George Harton Singer, Jr. and Anna C. Turner:

George Harton Singer, 3rd.

Anna Marguerite Singer.

Children of Elizabeth Singer:

Vouletti T. Proctor.

William Ross Proctor, Jr.

Children of Vouletti T. Proctor and Vernon H. Brown:

Vernon H. Brown, Jr.

Willard S. Brown.

Children of William Ross Proctor, Jr., and Josephine Williams:



W H Singer

Barbara Proctor.
William Ross Proctor, 3rd.
Waldron Williams Proctor.
Josephine Williams Proctor.
David Singer Proctor.

Children of Marguerite Singer:
Marguerite Singer Milligan.

Children of Marguerite Singer Milligan, and Myron Henry
Wilson, Jr.:
Marguerite Singer Wilson.
Pauline Wamelink Wilson.

Mr. Singer was a member of Trinity Episcopal Church, Pittsburgh, Pa., American Institute of Engineers, Duquesne Club, Pittsburgh Country Club and Allegheny Country Club.

Died, September 4, 1909.

EMIL SWENSSON

Born at Aalborg, Denmark, December 12, 1858, the family later removing to Warberg, Sweden. He entered into the Carnegie service as a Draftsman, at the Keystone Bridge Works Department, in February, 1887.

He later occupied the following positions:
Chief Draftsman, Keystone Bridge Works.
Chief Engineer, Keystone Bridge Works.
Superintendent, Keystone Bridge Works.
Manager, Keystone Bridge Works.

He retired from the Carnegie service, in January, 1901, establishing a business as a Civil and Consulting Engineer, maintaining an office in the Frick Building, Pittsburgh, until 1917.

In addition to his Carnegie service, he was engaged in the following activities:

Junior Engineer on the Hudson & Manhattan Tubes, and on dome of the New York State Capitol.

Division Engineer in charge of surveys for the South Pennsylvania Railroad.

During his Carnegie service, he designed the first steel hopper freight car and the first "hot bridge" for the interplant railroad, as a safety factor in the transportation of molten metal, to prevent splashing:

After his retirement from the Carnegie service, he engaged in these activities:

Engineer Consultant to Mayors Diehl and Magee, Pittsburgh.
In charge of the testing of fabricated steel for New York Subways.

Designer and Supervisor of numerous Steel and Concrete Bridges for the State of Pennsylvania, Counties and Cities.

Consultant on Steel Work for the Board of Water Supply of New York City, on the Catskill Aqueduct.

Consultant for Senator Flynn on large hotel, Cape May, N. J.
Member of the Canal Board of the Pittsburgh and Lake Erie Canal.

He was a member of the Flood Commission of Pittsburgh, and was delegated to make studies of flood control conditions in various European countries.

Director and Chairman of the Ground and Building Committee of the new West Penn Hospital of Pittsburgh, devoting much time to the supervision of the construction of that edifice.

Mr. Swensson was a graduate Civil Engineer of Chalmers Institute of Technology, Gothenburg, Sweden, and afterwards studied engineering in Germany.

He designed the first steel skyscraper in New York City, basing his design on that of a steel bridge standing on end.

He introduced in the United States, the system of numbering trolley routes, by which cars were dispatched from central controls as on railroads.

In the center Hall of the Western Pennsylvania Hospital in Pittsburgh, there is a tablet reading:

The Western Pennsylvania Hospital gratefully remembers
the services of Emil Swensson, member of the Board of



Emil Swenson

Directors, 1907 to 1919, who freely devoted his great talents as an engineer to the erection and equipment of the main building.

He secured from Mr. Carnegie, the funds for the erection of the Carnegie Building at the Rensselaer Polytechnic Institute, Troy, N. Y., and made the dedication address in 1905.

He was the "Guide, Philosopher, and Friend," to many young Swedish Engineers, who had settled in this country.

Societies:

Royal Arcanum.

Scandinavian Society of Western Pennsylvania.

Vice President and Director of the American Society of Civil Engineers.

President, Western Pennsylvania Engineering Society.

Clubs:

Duquesne Club, of Pittsburgh.

Union Club.

Pittsburgh Country Club.

Stanton Heights Golf Club.

He was the son of Mr. and Mrs. Jean Swensson.

On December 25, 1883, he married Catherine Elizabeth Jordan.

Children:

Otto Jordan Swensson, husband of Ethel Leggett.

Christine Jordan Swensson, wife of James W. Prenter (Deceased).

Henri Jordan Swensson, husband of Mary Walsh.

Stuart Jordan Swensson, husband of Leona E. McClung.

Died, May 13, 1919.

CHARLES LEWIS TAYLOR

Born at Philadelphia, Pa., April 3, 1857, and entered into the Carnegie service, October 1, 1880, as Chemist of Homestead Steel Works.

He later occupied the following positions:

Superintendent, Homestead Steel Works.
General Manager, Hartman Steel Company, Ltd.
Assistant Secretary, Carnegie, Phipps & Company, Ltd.
General Agent, Carnegie, Phipps & Company, Ltd.
Assistant to President, Carnegie Steel Company.

He retired from active service, December 31, 1901, after which time he occupied the following positions:

Chairman, Carnegie Relief Fund.
President, Carnegie Hero Fund Commission.

Graduated at Lehigh University, June, 1876, as Valedictorian of his class, with the degree of E.M.

His first employment after graduation was as Assistant Chemist at Cambria Iron Company, Johnstown, Pa. Later he was Assistant Superintendent of Blast Furnaces.

When the Homestead Steel Works were placed in operation by the Pittsburgh Bessemer Steel Company, in 1881, he became Chemist, and in 1882, General Superintendent.

When the first heat was being blown in the Bessemer Converter, a chain broke, injuring Mr. Taylor so badly that the surgeons advised amputation of his leg, which fortunately was not found necessary.

His residence during the period when he was General Superintendent, was on a high bluff overlooking the Monongahela River, the works being on the opposite side.

His wife, Mrs. Lillian Pitcairn Taylor, whom he married two years later, speaking of this incident said:

"In spite of this accident, I always loved the sound of the converter, and the only time I would waken at night, was when something broke, and the old thing would stop. Its noise was a lullaby to me. Even yet, I can tell when it is time to turn the converter over. As I pass Edgar Thomson Works at Bessemer, in the train, I would say to myself: 'better turn it over—and over it would go.'"

Resigning this position, he became an officer of the Continental Tube Works, about 1886, remaining with that company about a year.

In 1888-89, he was General Superintendent of Hartman Steel Company, Ltd., Beaver Falls, which had been acquired by Carnegie, Phipps & Company.

In 1890, he became Assistant Secretary of Carnegie, Phipps & Company, and in 1893, Assistant to President of Carnegie Steel Company, Ltd. retaining that position until his retirement in 1901.

His principal activities outside of organizations associated with the steel business were:

President emeritus, Kingsley House Association, of Pittsburgh.
Trustee and Chairman of Finance Committee, Lehigh University.
Vice President and Director, West Penn Institution for the Blind.



Chas L. Daykin

Trustee of Estate of Asa Packer, of Scranton.
Vice Chairman of U. S. Steel and Carnegie Pension Fund.
Director, Pittsburgh Water Heater Company.
Trustee of Carnegie Institute, Carnegie Institute of Technology,
and Carnegie Library, Pittsburgh.

Clubs:

Pittsburgh Country Club.
Duquesne Club.
University Club, of Pittsburgh.
Pittsburgh Athletic Association.
Santa Barbara Club, California.
Union League Club, Philadelphia.
Bankers Club, of New York.
Baltusrol Club, of New Jersey.

Member of the Shadyside Presbyterian Church of Pittsburgh.

His principal philanthropies were:

Building of the Lillian Home for Children, and the Lillian
Rest for Convalescents, both at Valencia, Pa.
Athletic Field at Lehigh University.

He was the son of John Dickson Taylor and Sarah Potts Rutter, of Pottstown, Pa., whose family owned Valley Forge. In some pictures of Valley Forge, the figure of a man shown, peeping through the bushes at George Washington at prayer, is that of Isaac Potts, an ancestral uncle of Mr. Taylor.

The Pitcairns and Carnegies were close friends in Scotland, and came to America in the same sailing vessel. The crew mutinied and Grandfather Pitcairn, though suffering from scurvy, helped to restore order.

On October 31, 1883, Mr. Taylor married Lillian, daughter of Robert Pitcairn, Vice President of the Pennsylvania Railroad Company, and Elizabeth Erbe Riggs.

Children:

Lillian Taylor, wife of Albert Edward Savage.

Robert Pitcairn Taylor, who died in infancy.

Died, February 3, 1922.

* * *

*I found the president for the Hero Fund in a Carnegie Veteran, one of the original boys, Charlie Taylor. No salary for Charlie—not a cent would he ever take. He loves the work so much that I believe he would pay highly for permission to live with it. He is the right man in the right place.

He has charge also, with Mr. Wilmot's able assistance, of the pensions for Carnegie workmen (Carnegie Relief Fund); also the pensions for railway employes of my old division. Three relief funds and all of them benefitting others.

I got my revenge on Charlie one day. He was always urging me to do for others. He is a graduate of Lehigh University and one of her most loyal sons. Lehigh wished a building and Charlie was her chief advocate. I said nothing, but wrote President Drinker offering the funds for the building conditioned upon my naming it. He agreed, and I called it "Taylor Hall."

When Charlie discovered this, he came and protested that it

* From the Autobiography of Andrew Carnegie.

would make him ridiculous, that he had only been a modest graduate, and was not entitled to have his name publicly honored, and so on. I enjoyed his plight immensely, waiting until he had finished, and then said that it would probably make him somewhat ridiculous if I insisted on "Taylor Hall," but he ought to be willing to sacrifice himself somewhat for Lehigh.

If he wasn't consumed with vanity he would not care how much his name was used if it helped his Alma Mater. Taylor was not much of a name anyhow. It was his insufferable vanity that made such a fuss. He should conquer it. He could make his decision. He could sacrifice the name of Taylor or sacrifice Lehigh, just as he liked, but: "No Taylor, no Hall."

I had him! Visitors who may look upon that structure in after days and wonder who Taylor was, may rest assured that he was a loyal son of Lehigh, a working, not merely a preaching apostle of the gospel of service to his fellow men, and one of the best men that ever lived. Such is our Lord High Commissioner of Pensions.



J. E. Senneker

HAMPDEN EVANS TENER

Son of Hampden Evans Tener and Eliza Frost, was born at Allan House, the Rock, near Dungannon, County Tyrone, Ireland, November 7, 1865.

He was educated at the High School of Nottingham, England, the Coleraine Academical Institution, and Cookstown Academy, in Ireland.

Coming to the United States in 1882, his first employment was with Oliver Bros. & Phillips, Iron and Steel manufacturers, in Pittsburgh. During 1884-87, he was associated with the Continental Tube Works, Ltd., Pittsburgh. Leaving that company, he entered the Carnegie service November 1, 1887, in the office of the Hartman Steel Company, Ltd., a subsidiary of Carnegie, Phipps & Company, Ltd.

He subsequently occupied the following positions:

Assistant Treasurer, Hartman Steel Company, Ltd.

Chief of Order Department, Carnegie, Phipps & Company, Ltd.

Assistant Secretary, Carnegie, Phipps & Company, Ltd.

General Agent, Carnegie Steel Company.

In 1898 he became a junior Carnegie partner.

Illustrating how Mr. Carnegie inspired and encouraged his young men, the following letter from Mr. Carnegie, in his own handwriting, was received by Mr. Tener upon his admission to the firm:

Allerton, Cannes, Feby 9th, 1898.

My Dear Mr. Tener

The President said you would appreciate a note of congratulations from me upon your admission to the firm and here it is from the heart.

He has told me more about you and your services than I had the means of knowing although I note the valuable part you play in Supt. meetings.

I am sure you are worthy of the promotion and I shall watch your career with interest, hope, and let me assure you, with full faith in your continual advancement.

with best wishes

Truly yours always

(signed) Andrew Carnegie.

Owing to impaired health Mr. Tener retired from active service with the Company in 1900.

Since 1901, he has been identified with banking interests in New York City. He was a director of the Irving National Bank from 1902 until its merger, January 1, 1907, with the New York National Exchange Bank. Shortly after this consolidation he was elected a trustee of the Irving Savings Bank. He became Chairman of the Finance Committee of that bank in 1908 and President in 1910, continuing in that position until January, 1937, when he resigned and was elected Chairman of the Board of Trustees.

He was one of the organizers of the Fidelity Trust Company, in 1907 and became a member of its Board of Directors. In 1920, that Company was merged with the International Bank as the Fidelity-International Trust Company, which in turn was merged in 1926 with the Coal & Iron National Bank, under the old name of Fidelity Trust Company. In 1930, that company was merged with the Marine Midland Trust Company, of which Mr. Tener became a director.

He was also one of the organizers of the Fidelity Safe Deposit Company in 1912 and has been a member of its Board of Directors since that time.

He has been a director of the Montclair Trust Company (N. J.) since 1907, and the Bloomfield Bank & Trust Company (N.J.) since 1910.

He was a trustee of the United States Steel-Carnegie Pension Fund from 1910 to 1915.

He is a member and Vice-President of The Pennsylvania Society of New York, also a member of

The Pilgrims of the United States.

Orange County Society, New York.

Ulster-Irish Society, New York.

The Union League Club, New York.

The Bankers Club, New York.

His avocation is farming, specializing in pedigreed cattle. Walgrove Farm, which he acquired over a quarter of a century ago, is one mile from the Village of Washingtonville, Orange County, New York, and eight miles from Goshen, the County seat. It became famous as the home of "Goldsmith Maid" the foremost trotting horse of her day, also "Volunteer," son of Hambletonian 10, and other celebrated horses.

His Church affiliation is with the Christian and Congregational Churches. He is unmarried and resides in Montclair, N. J.



E. H. Hey

EDWARD HUNTINGTON UTLEY

Born at Wadsworth, Medina County, Ohio, March 18, 1850, and entered into the Carnegie service, June 1, 1889, as General Freight Agent.

He later occupied the following positions:

General Agent, Carnegie, Phipps & Company, Ltd.

Assistant General Sales Agent, Carnegie, Phipps & Company, Ltd.

General Freight and Passenger Agent, Bessemer & Lake Erie Railroad.

General Manager, Bessemer & Lake Erie Railroad.

Vice President and General Manager, Bessemer & Lake Erie Railroad.

At an early age he learned to telegraph and was appointed Agent and Operator at a small station west of Milwaukee, on the C. M. & St. P. Railroad.

A few years later came to Philadelphia as Operator with the Pacific & Atlantic Telegraph Co. After three years, he transferred to Pittsburgh, where he was a year with that company which was merged with the Western Union.

He returned to Milwaukee where he was Operator in the office of the Superintendent of the Chicago Division of the C. M. & St. P.

Two years later, in 1875, he returned to Pittsburgh, as Operator and Stenographer in the office of the President of the Allegheny Valley Railroad, now part of the Pennsylvania system. Remained fourteen years with that road as Secretary of the Company, General Freight Agent, and General Freight and Passenger Agent.

In 1889, entered the Carnegie service as above stated.

Soon after his entry into the Carnegie service, in connection with a proposed purchase of rails by the Shenango & Allegheny R.R. from Carnegie Steel Company, he was delegated to examine and report on the proposed route from Greenville, then the northern terminus, along the tow path of the old Erie Canal, to Albion and thence to the town of Conneaut.

He made a favorable report and the sale of rails was made, the railroad built, later becoming a part of the Bessemer & Lake Erie Railroad, of which he became an officer.

Mr. Utley was a member of Christ Methodist Episcopal Church, of Pittsburgh, serving for a number of years as Secretary of the Board of Trustees. Also a Trustee of Allegheny College, Meadville, Pa., from 1902 to 1910.

He was a member of the Duquesne Club of Pittsburgh, the Pittsburgh Athletic Association, the Kahkwa Country Club, Erie, Pa., and of The Junta, a social discussion club.

He represented the Bessemer & Lake Erie Railroad Company in the American Railway Association, an operating association of the principal railroads of the United States, serving on the Committee on Statistical Inquiry for a number of years, beginning in 1904. During the Federal control of the Railroads, he was Federal manager.

He was also a member of the American Railway Guild, a social organization of officers and members of committees of the American Railway Association.

His ancestry was of old New England stock, the earliest ancestor of record being Samuel Utley, freeman at Scituate, Mass., between 1640 and 1647.

Mr. Utley was known affectionately by his many friends as, "The Colonel."

He was the son of Joseph Utley, born at Hudson, N. Y., November 24, 1812 (died December 14, 1867) and Mary Minerva Pardee, born at Wadsworth, Ohio, February 18, 1827.

On December 17, 1879, he married Ida G. Bradley, of Pittsburgh, daughter of Alexander Bradley, banker, and Elizabeth A. Stewart. His wife was born at Pittsburgh, May 22, 1855 and died April 18, 1924.

Children:

Elizabeth Minerva Utley, born October 18, 1880, educated at Bryn Mawr College. On December 17, 1907, she married Isaac Biddle Thomas, B.S. Yale, 1892. He was born at West Chester, Pa., June 26, 1872 and died, September 1, 1920. He had occupied the position of Purchasing Agent, Northwestern Division, Pennsylvania Railroad Co.

Grandchildren:

Elizabeth Utley Thomas, born October 1, 1910. A.B. Bryn Mawr, 1932, and B.S. Carnegie Tech, 1934.

Edward Utley Thomas, born February 3, 1912. B.S. Yale, 1935 E.

Died, November 8, 1924.



Scott W. Stewart

GEORGE HENRY WIGHTMAN

Born at Providence, Rhode Island, December 7, 1855, and entered into the Carnegie service, July 1, 1883, as Salesman for the Hartman Steel Company, Ltd.

He later occupied the following positions:

Secretary, Hartman Steel Company, Ltd., Beaver Falls, Pa.

Boston Sales Agent, Carnegie, Phipps & Company, Ltd.

General Sales Agent, Carnegie Steel Company, Pittsburgh, Pa.

He retired from the Carnegie service, September 1, 1899.

Mr. Wightman was the son of George William Wightman and Lydia Smith who were married in 1844.

On May 17, 1882, he married Flora Ellis Arnold.

Children:

Flora, born 1884, wife of Philip K. Reynolds.

Elizabeth, born 1887, wife of Ralph L. Pope.

Clara, born, 1888, wife of Dudley B. Palmer.

George William, born 1890, husband of Hazel V. Hotchkiss.

Mr. Wightman was one of the country's foremost pioneers of amateur tennis. He spent much of his time as a spectator of outdoor tennis, and court-tennis at the "Tennis and Racquet Club" of Boston.

He was greatly interested in music and played the piano and pipe organ in his home. He lived in Brookline, Massachusetts, for forty years.

Died, April 20, 1937

HOMER DAVID WILLIAMS

Born in Johnstown, Pa., August 19, 1863, and entered into the Carnegie service in 1899, occupying in turn, the following positions:

Superintendent, Bessemer Department, Homestead Steel Works.

Assistant General Superintendent, Homestead Steel Works.

General Superintendent, Duquesne Steel Works.

President, (October 6, 1915), Carnegie Steel Company.

He resigned the Presidency in 1925, to accept the same office in the Pittsburgh Steel Corporation, serving until his retirement in 1936.

His occupations prior to his entry into the Carnegie service were as follows:

In 1880, he entered the laboratory of Cambria Iron Company as a carbon boy. He left this position in 1885 to take a special three year course in chemistry at Lehigh University.

Chemist, Joliet Works, Illinois Steel Company.

Chemist, Colby Mine, Bessemer, Michigan.

Night Superintendent Bessemer Department and Rail Mill,

Colorado Fuel & Iron Company, Pueblo, Col.

In 1897-99, with Maryland Steel Company, Sparrows Point, Md.

He was interested in many charitable and educational enterprises in Pittsburgh. Chief of these was the University of Pittsburgh. He was chairman of a committee to raise funds for this skyscraper college of which he became a trustee and a member of the Institution's Gamma Chapter of Omicron Delta Kappa.

Mr. Williams' family record:

Son of James Williams and Jane Hamilton.

First wife:

Lydia E. Macfail, married December 27, 1890. (1863-1927).

Daughter:

Marjorie Williams, (born 1905) wife of Charles Blystone Jarrett. Married, June 7, 1924.

Their children:

Homer David Williams Jarrett, born December 12, 1925.

Charles Blystone Jarrett, Jr., born July 4, 1927.

Marjorie Jean Jarrett, born February 15, 1929.

Second wife:

Clara Suppes, married, April 26, 1928.

Children:

Homer David Williams, Jr., born November 18, 1929.

Jane Suppes Williams, born August 31, 1932.

He was a member of the Masonic order, (Thirty-third degree) and of the following organizations:

Duquesne Club, of Pittsburgh.

Longue Vue Club.

Oakmont Country Club.

Pittsburgh Country Club.

University Club.

Pittsburgh Athletic Association.

Pennsylvania Society of New York.

University Club of New York City.

Member, Engineers Society of Western Pennsylvania.

Director, Elizabeth Steel Magee Hospital.



H.S. Williams

Director, Carnegie Institute of Technology.
Trustee, University of Pittsburgh.
Trustee, U. S. Steel and Carnegie Pension Fund.
Trustee, Hero Fund Commission.
Director, Union Trust Company of Pittsburgh.
Director, Duquesne Trust Company, Duquesne, Pa.
Director, Monongahela Trust Company, Homestead, Pa.
Director, Childrens' Hospital.
Member, Pennsylvania State Council of Education.
Member, Board of Education of Pittsburgh.
Died, November 13, 1937.

E. FRED WOOD

Born at Milwaukee, Wisconsin, August 28, 1858, and entered into the Carnegie service, April 1, 1882, as Chemist, Homestead Steel Works.

He later occupied the following positions:

Superintendent, Bessemer Department, Homestead Steel Works.
Assistant General Superintendent, Homestead Steel Works.

He retired from the Carnegie service, April 15, 1902, to accept the position of First Vice President, International Nickel Company, of which he was one of the organizers, being associated with that company, later in an advisory capacity, until his death.

During the World War, he served on the Munitions Board in Washington.

He was the son of George and Angelina Wood, descendants of the early settlers at Jamestown, N. Y.

On December 10, 1883, he married Anna Nichols, of Ann Arbor, Michigan.

Their only child:

Hilda Wood, wife of Dr. Joseph Pugh Eidson.

In August, 1918, he married Isabel Schuyler, of New York.
No children.

Mr. Wood was educated at the University of Michigan, specializing in the Mining Engineering course and graduating in 1879. His first employment was in silver mining at Leadville, Colorado.

He was a linguist, reading and speaking French, German, and Spanish, having a special interest in Engineering and Metallurgical publications, and spending part of every year in extensive travel in most of the countries of the world.

Died, January 5, 1919.



Edred Wood

CHAPTER VIII

CARNEGIE VETERAN ASSOCIATION

Oliver Building

Pittsburgh, Pa.

March 13, 1914.

Mr. Andrew Carnegie,
2 East Ninety-first Street,
New York, N. Y.

My dear Mr. Carnegie:

I enclose herewith formal letter, giving you the history of the formation and the list of the members of the Carnegie Veteran Association, as per your recent request, and trust that it contains the information desired. If there is anything further that I can do for you in this or any other particular, please command me.

Yours respectfully,
(signed) Chas. L. Taylor,
Secretary.

Subject: FORMATION AND MEMBERSHIP OF CARNEGIE
VETERAN ASSOCIATION.

My dear Mr. Carnegie:

On December 21, 1901, a committee consisting of Messrs.
W. W. Blackburn,
W. E. Corey,
James Gayley,
H. J. Lindsay,
John McLeod,
Chas. L. Taylor,

held an informal meeting in the offices of the Carnegie Steel Company, Pittsburgh, and decided to form what has since been known as Carnegie Veteran Association.

From the above general committee, Messrs. James Gayley, John McLeod, and Chas. L. Taylor were appointed an Executive Committee to carry out all details, and with power to act.

The first step was naturally to obtain your approval and endorsement, and your consent to act as President of such Association. The proposition having been submitted to you, you addressed your former associates as follows:

“New York, January 8, 1902.

My dear Friends and Former Partners:

“The Carnegie Veteran Association idea heartily meets my approval, and I shall be delighted to accept the flattering invitation tendered to me. It will be a fine bond between us always.

Very truly yours,

(signed) Andrew Carnegie.”

The details of the formation of the Association were quickly completed, as shown by the following by-laws:

“The object of this Association shall be to further cement the pleasant relations and bond of loyalty which existed between us as business partners; to keep alive the fraternal feeling; to promote social intercourse as long as we may live, and to keep a record and history of the members.

“The annual meeting of the Association shall be held on the first Friday in December, immediately following which there shall be a banquet, at which the President or Vice President of the Association shall preside.

“The number of members shall not be added to, and death alone shall sever their connection with this Association.”

Officers of the Association were elected, as follows:

Andrew Carnegie, President,

C. M. Schwab, Vice-President,

Chas. L. Taylor, Secretary and Treasurer,

and these same gentlemen have continued to hold office until the present date, being elected annually.

The first meeting of the Association was held on Thurs-



5 WEST 51ST ST.

(C. New York)
8th January 1901.

My dear friend,

The Veterans' Association idea meets my approval, and I shall be delighted to accept the flattering invitation tendered to me.

It will be a fine bond between

us

Always very truly yours,

Andrew Carnegie

James Gayley, Esq.,
71 Broadway, New York.

day, December 18, 1902, at your residence, Ninety-first Street and Fifth Avenue.

From a letter which you wrote to me from Territet, Montreaux, Switzerland, dated November 4, 1902, I quote as follows:

“Dear Mr. Taylor:

“Have just telegraphed you that December 18 suits well for Veteran dinner. Madam says she rejoices that first dinner to be held in new home is with “the boys.” Just what she could have desired.”

You will doubtless be interested in the copy of the New York World of Friday, December 19, 1902, giving an account of this first meeting and banquet of the Veteran Association, and as being the first function in your new home. Paper enclosed.

The members of the Veteran Association are as follows:

William L. Abbott,
Chas. W. Baker,
W. R. Balsinger,
P. T. Berg,
W. W. Blackburn,
Henry P. Bope,
L. T. Brown,
J. J. Campbell,
Andrew Carnegie,
Albert C. Case,
D. M. Clemson,
W. E. Corey,
W. B. Dickson,
A. C. Dinkey,
John C. Fleming,
R. A. Franks,
James Gayley,
J. Ogden Hoffman,
Millard Hunsiker,
A. R. Hunt,
James G. Hunter,
D. G. Kerr,

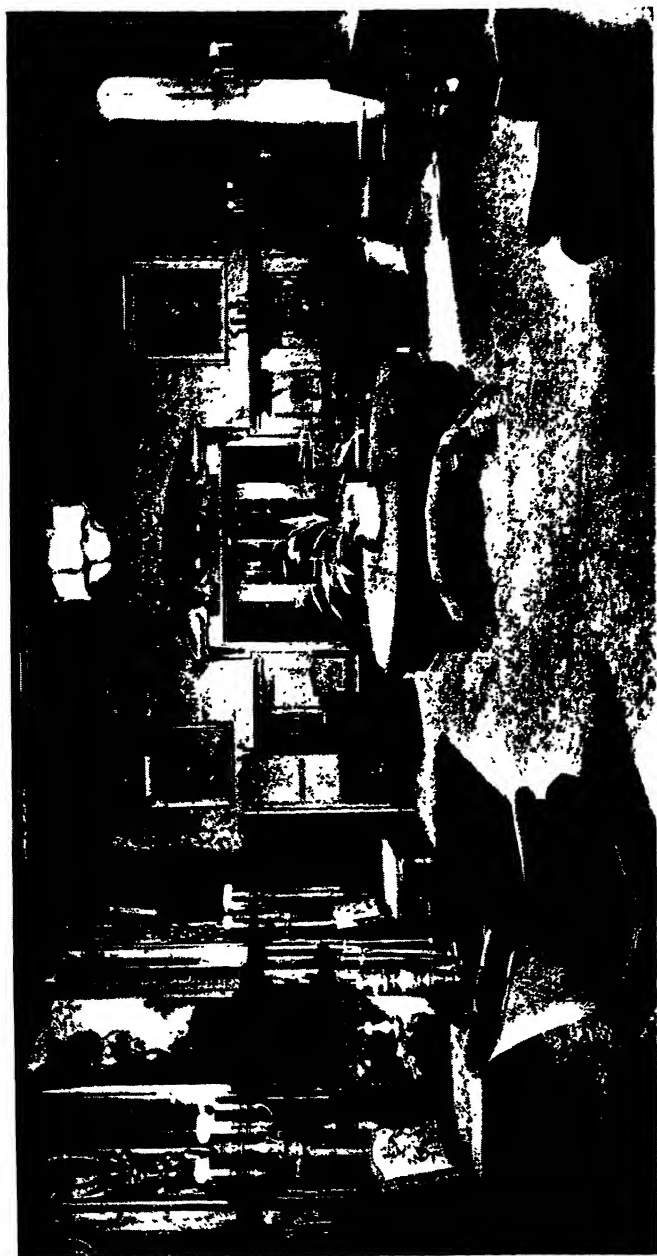
F. H. Kindl,
George Lauder,
Hon. John G. A. Leishman,
Homer J. Lindsay,
Thomas Lynch,
Edwin S. Mills,
A. Monell,
Thomas Morrison,
George E. McCague,
W. C. McCausland,
John McLeod,
Gibson D. Packer,
Wm. P. Palmer,
Alexr. R. Peacock,
Lawrence C. Phipps,
J. A. Potter,
J. H. Reed,
C. M. Schwab,
J. E. Schwab,
James Scott,
W. H. Singer,
Emil Swensson,
Chas. L. Taylor,
H. E. Tener,
E. H. Utley,
George H. Wightman,
E. F. Wood.

Yours respectfully,
Chas. L. Taylor.

To the above list of forty-nine members, there were added later, the names of Homer D. Williams and William G. Clyde when these two men in turn succeeded to the presidency of Carnegie Steel Company.

The Association was honored by the acceptance of honorary membership by Mrs. Andrew Carnegie, Mrs. Margaret Carnegie Miller, and Mrs. Chas. M. Schwab.

When the Carnegie Veteran Association was formed in



MILKING PLACE OF C. V. A. 1902-1915
Carnegie Residence, Ninety-first Street and Fifth Avenue, New York City

January, 1902, Mr. Carnegie had already severed all connection with the steel business, the United States Steel Corporation having taken over all the Carnegie Interests on April 1, 1901.

From the date of the first dinner, December 18, 1902, at his residence, Fifth Avenue and Ninety-first Street, New York City, his attitude toward his juniors was that of a fond father.

He presided at and was the leading spirit at all of the annual banquets until his health began to fail in 1915. He was always "the life of the party" and every member looked forward eagerly to these opportunities to meet with him and their gracious hostess, Mrs. Carnegie.

* * *

* "For some years after retiring, I could not force myself to visit the works. This, alas, would recall so many who had gone before. Scarcely one of my early friends would remain to give me the handclasp of the days of old. Only one or two of these old men could call me "Andy."

Do not let it be thought, however, that my younger partners were forgotten, or that they have not played a very important part in sustaining me in the effort of reconciling myself to the new conditions.

Far otherwise! The most soothing influence of all was their prompt organization of the Carnegie Veteran Association, to expire only when the last member dies. Our yearly dinner together, in our home in New York, is a source of the greatest pleasure,—so great that it lasts from one year to the other. Some of the Veterans travel far to be present, and what occurs between us constitutes one of the dearest joys of my life.

I carry with me the affection of "my boys." I am certain I do. There is no possible mistake about that because my heart goes out to them. This I number among my many blessings and in many a brooding hour, this fact comes to me and I say to myself: "Rather this, minus fortune, than multi-millionairessdom without it—yes, a thousand times, yes."

* From "The Autobiography of Andrew Carnegie."

Many friends, great and good men and women, Mrs. Carnegie and I are favored to know, but not one whit shall these ever change our joint love for the "boys." For to my infinite delight, her heart goes out to them as does mine. She it was who christened our New York home with the first Veteran dinner. "The partners first" was her word. It was no mere idle form when they elected Mrs. Carnegie the first honorary member, and our daughter the second. Their place in our hearts is secure.

Although I was the senior, still we were "boys together." Perfect trust and common aims, not for self only but for each other, and deep affection, moulded us into a brotherhood. We were friends first and partners afterwards."

Members of the
CARNEGIE VETERAN ASSOCIATION
in the
Order of their Entry into the
Carnegie Service

1865	*Andrew Carnegie	David G. Kerr
1870	*George Lauder	1883 *Joseph E. Schwab
1871	*William L. Abbott	*Homer J. Lindsay
1873	*John A. Potter	*George H. Wightman
1875	*Thomas Lynch	1884 *John C. Fleming
1877	*James Scott	*Robert A. Franks
1879	*Webster R. Balsinger	*John G. A. Leishman
	*Alva C. Dinkey	1885 *James Gayley
	Charles M. Schwab	1886 *James J. Campbell
	Lawrence C. Phipps	Thomas Morrison
	*Henry P. Bope	1887 *James H. Reed
	*Per Torsten Berg	*Azor R. Hunt
1880	*Daniel M. Clemson	Hampden E. Tener
	*William H. Singer	*William C. McCausland
	*William W. Blackburn	1889 Charles W. Baker
	*Charles L. Taylor	*James G. Hunter
1881	*William E. Corey	*Gibson D. Packer
	William B. Dickson	*Edward H. Utley
	*William P. Palmer	*Frederick H. Kindl
1882	*E. Fred Wood	*Alexander R. Peacock

1890	*Millard Hunsiker	*Ambrose Monell	
1891	*George E. McCague	1899	*Homer D. Williams
	*J. Ogden Hoffman	1901	*William G. Clyde
1892	*John McLeod		Living 8
	*Emil Swensson		*Deceased 43
	*Lewis T. Brown		—
1893	Edwin S. Mills		Total 51
1896	*Albert C. Case		Nov. 19, 1937.

Officers

President,	
Andrew Carnegie,	1902-1919
George Lauder,	1919-1924
Chas. M. Schwab,	1924-
Vice-President,	
Chas. M. Schwab,	1902-1924
Thomas Morrison,	1924-
Secretary,	
Chas. L. Taylor,	1902-1922
Hampden E. Tener,	1922-
Treasurer,	
Chas. L. Taylor,	1902-1922
James J. Campbell,	1926-1930
Hampden E. Tener,	1930-

The first annual dinner of the Association was the first social function given by Mr. and Mrs. Carnegie in their new home, Fifth Avenue and Ninety-first St., New York City, Dec. 18, 1902.

Subsequent annual dinners were held there until 1915. The dinner for that year was postponed due to Mr. Carnegie's ill-health and was given on January 21, 1916, by Mr. and Mrs. Chas. M. Schwab, in their new home on Riverside Drive. In 1917, the dinner was given by Mr. George Lauder at his home in Pittsburgh. From 1918 to 1932 inclusive, Mr. and Mrs. Schwab entertained the Veterans each year. Beginning in 1933, the dinners have been held at the Union League Club, New York City.

At this writing (November 19, 1937) there are only eight

surviving members, forty-three having passed on to "the undiscovered country from whose bourne no traveler returns."

The surviving members are:

Chas. W. Baker,
Wm. B. Dickson,
D. G. Kerr,
Thomas Morrison,
Edwin S. Mills,
Lawrence C. Phipps,
Chas. M. Schwab,
Hampden E. Tener,

From Minutes of Annual Meeting, 1903

MR. CARNEGIE AND FELLOW VETERANS:

It is my pleasant duty at this, our second Annual Meeting, to report the affairs of our Association in a flourishing condition. We have neither liabilities nor assets. Not many Associations in these days are free from the former, even if they find themselves unencumbered with the latter.

It was a wise thought which prompted Mr. Carnegie upon his retirement from active business to form this Association, the sole object of which is "to further cement the pleasant relations and bond of loyalty which existed between us as business partners; to keep alive the fraternal feeling; and to promote social intercourse as long as we all may live."

Mr. Carnegie has also caused to be created another Association or Trust, about which not enough is generally known, and regarding which I have been requested to say a few words this evening. I refer to the "Andrew Carnegie Relief Fund," consisting of a perpetual trust of \$4,000,000., yielding annually \$200,000. which income is to be used to relieve suffering and want among his former employees.

Believe me, it is with pardonable pride that after many years of active service I find myself so closely identified with these two crowning acts of his life.

In creating this trust, Mr. Carnegie wrote: "I make this first use of surplus wealth upon retiring from business as an



M E N U

Huitres

Tortue verte, Amontillado

Radis Amandes salées Olives

Sole Anglaise, Marguery
Pommes de terre, Viennoise
Concombres

Ris de veau au Chancelier
Petits pois français

Selle de mouton à l'Anglaise
Fonds d'artichauts, Duxelles

Terrapène à la Baltimore

Champignons à la crème

Sorbet : Californienne

Canards canvas-backs
Salade de céleri

Glace : Pêches Rosadelle
Petits fours
Fruits
Fromage
Café

Vendredi le 15 Décembre, 1905
2 East 91st Street
DELMONICO'S

acknowledgment of the deep debt which I owe to the workmen who have contributed so greatly to my success."

The beneficiaries originally embraced the employes of the Carnegie Steel Company and all its affiliated interests, such as the —

Natural Gas Company,
Limestone Company,
H. C. Frick Coke Company,
Oliver Iron Mining Company,
Bessemer & Lake Erie Railroad,
Pittsburgh Steamship Company,
Union Railroad,
Pittsburgh & Conneaut Dock Company, etc.

Subsequently there was an enlargement of the scope whereby the fund, under explicit instructions from Mr. Carnegie, was to be applied to all Works,—“owned, operated, or controlled by the Carnegie Steel Co.” Thus bringing in all the Mills, Shops, etc., of the National Steel Company, American Steel Hoop Company, and all others with which mergers have been or are to be made.

Complying with the wishes, as explained in the deed of trust, we have made three subdivisions for the beneficiaries, namely,—Accident, Death and Pension, and formulated rules and regulations under which benefits and allowances are given.

The operations of this fund commenced on January 1, 1902, and in the first year we disbursed about \$50,000. For the eleven months of this year, 1903, we have distributed close to \$170,000, and for the full year will approximate \$185,000.

The amount of good being done by this noble benefaction is inestimable. Only those intimately associated with the work can fully appreciate its greatness. In cases of accident, suffering is relieved; in cases of death, the widow's burden is lightened; and for the old and infirm, their declining years are made brighter and happier. All are imperishable monuments to the greatness of the man whom we all delight to honor.

Gentlemen—I propose the toast—“Health and long life to

Andrew Carnegie, the noblest veteran of us all."

(signed) Charles L. Taylor.

Carnegie Hero Fund Commission

On April 15, 1904, Andrew Carnegie established this organization, transferring to it, five million dollars of First Collateral Five Per Cent Bonds of the United States Steel Corporation.

In an accompanying letter he said:

"I do not expect to stimulate or create heroism by this fund, knowing well that heroic action is impulsive; but I do believe that, if the hero is injured in his bold attempt to serve or save his fellows, he and those dependent upon him should not suffer pecuniarily thereby."

He honored the Carnegie Veteran Association by his appointment of the following Veterans as members of the Commission:

William L. Abbott,
W. W. Blackburn,
Thomas Lynch,
Thomas Morrison,
James H. Reed,
Charles L. Taylor, President

The other fourteen members were prominent citizens of Pittsburgh.

The report of the Commission, dated January 31, 1937, records the following awards since its organization:

Medal Awards					
Gold	19	Silver	551	Bronze	2395

Pecuniary Awards	
To heroes and their dependents, including pension payments, (Pensions in force, January 31, 1937, \$156,603.96 per annum.)	\$5,098,924.49
To funds for relief of sufferers from disasters	179,462.06
To Special Purposes	240,000.00

Total	\$5,518,386.55
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Total cases considered:

Granted	2,965
Refused	33,466
Pending	213
<hr/>	
Total	36,644

Kindred Funds

After the creation of the Carnegie Hero Fund of America, similar funds were established by Mr. Carnegie in Great Britain and Ireland, France, Germany, Belgium, Netherlands, Sweden, Switzerland, Italy, Norway, and Denmark.

From Minutes of Annual Meeting, 1904

The Secretary begs to report that the correspondence during the past year has not been overburdensome.

The Treasurer begs to report that the receipts during the past year have been absolutely "nil." The opportunities for graft in the Association are not of an enticing character. He has assumed the privilege of paying all expenses but reminds you that some day, he will render an account and make another assessment.

You will all recollect the incident to which Mr. Carnegie invited our attention last year, in the shape of a letter written from Japan, reciting the conversation between a young Japanese student and a Missionary. How the question of leadership among men arose; and how the Missionary urged upon the Japanese the desirability—the absolute necessity—of becoming a follower of Him "who went about doing good."

The Japanese replied that he also had his ideal leader—a foreigner—a Scotchman—a man who also went about doing good; who wrote and preached philosophy, performed acts for the elevation of humanity, and was a Hero indeed.

The "Vets," I know, endorse these sentiments concerning our honored chieftain. It is a difficult task, boys, to think up something each year whereby we can, in some material manner, pay personal tribute to him whom we all delight to honor.

The Hero Fund Commission requested me to hand to Mr. Carnegie, the first set of medals struck off for the purposes of

their Fund. What better time or place could there be for me to carry out these pleasing instructions than right here in his home where he is surrounded by his "very own"—his "old guard"—his "boys." He is a Hero to at least one young Japanese; he is an ideal Hero to all of us here.

Our bronze, silver, and gold medals represent degrees of heroism. It takes all three (and more if we had them), to represent properly, the degree to which our beloved chief and friend—the embodiment of ennobled humanity—belongs.

Mr. Carnegie, it gives me great pleasure to hand you these—the first of the Hero medals—and to endorse the sentiment which I have heard expressed—that you "have saved many lives, and bestowed great blessings on others."

Why should it be necessary to wait until one has passed away, to eulogize his virtues; why not let some of the reward at least, be reaped here on earth?

A New York Newspaper Account of the Annual Meeting, 1906

"Andrew Carnegie's 'Boys' demonstrated last night that if they had devoted their energies to joke and verse writing, they would now have a humor trust quite as big as the steel monopoly of which they are makers and custodians.

It was the fifth annual dinner of the Carnegie Veteran Association, and for two hours, the banquet hall in the iron master's mansion, Fifth Avenue and Ninety-first Street, rang with laughter at the pointed jests and verses and cheers for the utterances of more serious sentiment.

Mr. Carnegie proved himself a genial humorist as well as a charming toastmaster, and William B. Dickson, Second Vice President of the United States Steel Corporation, was triumphantly crowned poet laureate of the association, after he had read a series of verses which will be quietly repeated in Wall Street for months to come.

Received by Mrs. Carnegie and her sister, Miss Whitfield, the thirty-six guests began to arrive at the Carnegie mansion shortly after seven o'clock. Mr. Carnegie was at the head of the table, which was of horseshoe design, with William E.

ALLEGHENY PA Nov 20 1908

Mr Charles L Taylor
Secretary Carnegie Veteran Association -

My dear Mr Taylor -

I duly received your notice of the 7th Annual Meeting of the Carnegie Veteran Association & also announcement of Mr Carnegie's kind and cordial invitation to the members to dine with him on this occasion all of which I appreciate very much but the fact is I am getting too old to travel about and dine out at nights with you kids.

As to bring old farts me in mind of a remark our lamented old friend Simpson, at dinner at the Duquesne Club - "I am an old man" and thank God I am or I would be dead - With regards I will not be with you and wishing you all good health and happiness I remain very sincerely yours
 Truly & Resd

W. A. Smar

Corey, President of United States Steel Corporation, on his right, and J. H. Reed, Chairman of the Carnegie Board, on his left. All about him were the men who grew up with Mr. Carnegie in the steel business, who helped to make his fortune and incidentally their own, and whom he proudly terms, his 'boys.'

Mr. Carnegie began the speaking by felicitating his fellow veterans on their successful careers and launched into a humorous vein, which set the serious-faced steel men in perpetual laughter. He was followed by Mr. Corey, who mixed humor with his remarks about what he said would be an unprecedented reign of prosperity, not only in steel, but in other industries as well.

Mr. Dickson then read his poem, which caused quite as much surprise as amusement. It was his first plunge into the mazes of poetry and the results amazed the men who had labored with him in the land of furnaces. There was scarcely a man of wide prominence in Wall Street who was not delicately "rapped," nor a big deal of the last year which did not receive due attention. All efforts to persuade Mr. Dickson to provide copies of his masterpiece to the newspapers were ineffectual. It will never be printed, he declared.

A. C. Dinkey, President of Carnegie Steel Company; James Gayley, First Vice President of United States Steel Corporation; L. C. Phipps, of Denver, and Judge Reed spoke extemporaneously and with a spirit and turn which would easily earn them a place in the National Society of Jokesmiths. Every man at the table and many who were not, were made targets for the shafts of wit and humor. Anecdotes of the forge and furnace, as well as of the office and drawing room, were related.

Serious turn was given to the occasion when Charles L. Taylor, of Pittsburgh, President of the Carnegie Hero Fund Commission, thanked Mr. Carnegie, in the name of the Fund, for what he had done for his fellow-men.

It was close to midnight when the steel men wrapped themselves in their furs and started for their hotels. None would comment on the affair except to say that it was the one great

incident in Mr. Carnegie's yearly life and that he got no more enjoyment out of it than his "boys" did.

From Minutes of Annual Meeting
December 3rd, 1909.

This is our eighth annual gathering of the forty-six members. Thirty-nine are present tonight. Messrs. Case, Fleming and Gayley were unavoidably prevented from being here, and all expressed sincere regret. Messrs. Berg, Hunsiker, Leischman and Potter are so far distant as to render it impracticable to be present, but I know they are thinking about us all tonight.

Your overworked secretary and treasurer has very little to report officially. The Treasury occupies the same unique position of emptiness, but don't let this worry any of you.

During the past year, J. Ogden Hoffman and dear old William H. Singer have passed away. I speak most feelingly of the death of Mr. Singer. He was my first employer in Pittsburgh, thirty years ago when the Pittsburgh Bessemer Steel Company was organized and the Homestead Works started. Its absorption a few years later by the Carnegie interests brought into the fold, as a sort of legacy, Messrs. Singer, Dickson and myself.

If it would not be amiss, Mr. President, I would like the privilege of relating an incident or two which happened to some of our members during the past year.

* * * *

If any of you have ever visited Northern Scotland, you have doubtless been impressed with the beauty of the "Helands"—the soft velvety character of the turf, the changing pinkish purplish tint of the heather,—all nature conspiring to bring out the best in man. Scene, a golf links, with such ideal surroundings. Two worthy champions of the game engaged in close contest. Score at 17th hole—"all even." Two good drives negotiated and several intermediate strokes taken, when one of the contestants said sort of sudden like—"How do you lie, Tom?" "I lie four," Tom replied, and "how do you lie Andy?" "I am just about to play five"



Carnegie Veteran Association

Keep A-goin'!

If you strike a thorn or rose,
Keep a-goin'!
If it hails or if it snows,
Keep a-goin'!
'Taint no use to sit and whine
When the fish ain't on your line;
Bait your hook an keep on tryin'—
Keep a-goin'!
When the weather kills your crop,
Keep a-goin'!
When you tumble from the top,
Keep a-goin'!
S'pose you're out of every dime?
Gettin' broke ain't any crime!
Tell the world you're feeling prime—
Keep a-goin'!
When it looks like all is up,
Keep a-goin'!
Drain the sweetness from the cup,
Keep a-goin'!
See the wild birds on the wing!
Hear the bells that sweetly ring!
When you feel like singing—sing!
Keep a-goin'!

—Frank L. Stanton

Eighth Annual Meeting : : : :
December third, nineteen hundred and nine

said Andy complacently. Tom scratched his head, studied a moment, and then with just the trace of a smile, said—"Strange, strange, is it not, Andy, that we both lie alike!"

* * * *

A couple of months ago, it was a great pleasure to me to be present at Columbus Day Celebration in Bethlehem, conducted under the auspices of one of the Societies of the Catholic Church. Naturally, Charlie Schwab was a central figure, and his address, (happy as usual) was applauded to the echo, doubtless by his henchmen of the Bethlehem Steel Co., of whom, with their families, I presume 1000 were present. Near the close of the exercises, good old Father Walsh, Chairman of the meeting, came to me and said—"Mr. Taylor, I have just received word that Father —— is so indisposed that he cannot be here. He was to make the closing address, and in his absence will you kindly say a few words." Naturally, I protested my inability and begged to be excused. Schwab, who was sitting next to me put in his oar and assured the Reverend Father that I was an eloquent talker and insisted I should be heard. Notwithstanding my continued protest, Father Walsh stepped on the stage and introduced me most graciously. After explaining to the audience that this was the very first time I had ever been called upon to occupy a Rev. Father's shoes, and was consequently at a loss just how to pronounce a benediction, I drew somewhat on my imagination and related the following:

At a lunch that day, I was explaining that I was going to Bethlehem to attend Columbus Celebration, and would have the pleasure of hearing addresses from Uncle John Fritz, Dr. Drinker, Schwab, and others. One of the ladies of the party said, innocent like—"How nice it will be to learn so much about Columbus. I know Uncle John Fritz. Isn't he a dear! And Dr. Drinker, I have also met. But who is Schwab?" Need I tell you that C. M. S. wanted to annihilate me, and the next day the Bethlehem papers came out in big headlines with "Who is Schwab?"

Just one more incident. One of our transportation managers, (I refrain from names) was questioning one of his

track walkers concerning an accident, and asked Mike to explain what happened and to tell it in his own way. "Well," said Mike, "Me and Jim was walking on the track. I heard a whistle and stepped to one side. The limited express passed at 50 miles an hour, and as I stepped back on the track again, I missed Jim. Walking on a few yards, I found an old slouch hat, and a few feet further, an arm, and then a leg. Just beyond I saw Jim's head cut off from his body, and I said to myself, said I, 'My God!' Something has happened to Jim."

The place cards contain one of Frank L. Stanton's poems which seems most appropriate for this organization, and the street urchins of Pittsburgh, in whom I am most interested, designed the card and printed it for me for this occasion.

Charles L. Taylor, Secretary.

February 16, 1912

Mr. William N. Frew,
President, Board of Trustees,
Carnegie Library of Pittsburgh.
President, Board of Trustees,
Carnegie Institute of Pittsburgh.

My dear Mr. Frew:—

In accordance with the permission granted by your Board of Trustees, relative to statue of Andrew Carnegie, the Carnegie Veteran Association takes pleasure in advising that said statue has been completed, and is now erected in the foyer of the Carnegie Institute. The inscription placed thereon reads:

Presented to the
Carnegie Library and Institute
of Pittsburgh
As a Testimonial of Esteem for Their Founder
By His Fellow Members of the
Carnegie Veteran Association
Asking the acceptance of this statue in the name of the
Carnegie Veteran Association, I beg to remain,
Yours respectfully,
Charles L. Taylor, Secretary,



PRESENTED TO CARNEGIE LIBRARY AND INSTITUTE
OF PITTSBURGH BY C. V. A.

Pittsburgh, Pa., February 20, 1912
Board of Trustees, Carnegie Institute,
S. H. Church, Secretary.

Mr. Charles L. Taylor,
Carnegie Building, Pittsburgh, Pa.

My Dear Sir:

At a meeting of the Board of Trustees, held February 19, 1912, your letter of February 16th, address to Mr. Frew, in which you advised that the Carnegie Veteran Association have presented a statue of Andrew Carnegie to the Carnegie Institute, was read, and the following resolution was adopted:

Resolved, that the statue of Andrew Carnegie, presented by the Carnegie Veteran Association, is hereby accepted; and the thanks of the Board are extended to the generous donors, together with the expression of sincere appreciation of the gift, and deep reciprocal sympathy in the motive which prompted it.

Yours truly,

S. H. Church, Secretary.

From the Pittsburgh Dispatch, February 21, 1912.

"The bronze statue of Andrew Carnegie was exposed to public view for the first time yesterday. Several thousand persons were treated to the surprise last night when they found the seated life-size statue of the iron master smiling down upon them.

The statue was unveiled without ceremony, only a few persons being present when the blue curtains were pulled aside. The statue is that of Mr. Carnegie seated in a massive chair, his eyes twinkling and his face showing that perpetual pleasant smile. The likeness is remarkable. The sides of the chair show griffins. The back has an angel holding a scroll with the words:

"The highest form of worship is service to man."

On the bronze plate in the back of the pedestal, appear the names of the members of the Association."

From the New York Sun, April 23, 1912.

"Mr. and Mrs. Andrew Carnegie yesterday celebrated their

twenty-fifth wedding anniversary at their home at 1093 Fifth Avenue. They spent the day quietly opening and reading telegrams—thousands of them—that poured in from all parts of the world and in the evening entertained at dinner, about thirty of those who attended their wedding twenty-five years ago. They received many gifts and the rooms were filled with flowers sent by friends in the city.

Mr. Carnegie and Miss Louise Whitfield were married on April 22, 1887, at the home of Mrs. Francis D. Whitfield, 35 West Forty-eighth Street. The bride's father was John W. Whitfield. The ceremony was performed by the Rev. Charles H. Eaton and afterward the bride and bridegroom boarded the steamship Fulda to spend their honeymoon on the Isle of Wight and the Continent.

They spent some time at Mr. Carnegie's place at Dunfermline, Perthshire, Scotland, and returned to this country in the fall.

Mr. and Mrs. Carnegie have only one child, a daughter, who is about sixteen years old.

Mr. Carnegie was looking chipper as he sat in his library yesterday afternoon and talked to reporters about many things. He smiled and chuckled a good deal as, with his hand across his eyes, he raked up memories. But he grew quickly grave as soon as the Titanic disaster was mentioned.

"The exhibition of human qualities in connection with this disaster is indeed encouraging," he said. "It shows that man on earth is improving. The accident has put an end to the dangers and has worked changes for the better. Prevention instead of cure will now be the order of the day; lifeboats will be supplied in sufficient quantities to accommodate all passengers and already the route of the ships has been changed. I do not think that those who relied on the ability of the ship to withstand the shock of impact with icebergs, should be punished. We should be satisfied with having removed the danger of further accident and there should be no ex post facto action. What's done cannot be undone."

"Are not the activities of Col. Roosevelt, a trial to you?" Mr. Carnegie was asked. "I have long been an admirer and

a strong friend of Roosevelt's," he replied. "But I have also been and am an admirer of Taft, and am impressed with the belief that in all fairness, he is entitled to a second term. The break in the friendship of the two men, as I have said before, is like that of Damon and Pythias would have been. It should have never occurred—it is lamentable."

"What advice would you give to a young man starting out in life, about choosing a wife?" was the next question put to Mr. Carnegie. His face lighted up as he answered: "Tell the young man to get a wife as nearly like Mrs. Carnegie as possible. We have lived together for twenty-five years without an angry word or a moment's misunderstanding. My only fear about her going to heaven is that she cannot be forgiven, because she has never sinned. You know about the little girl who told her Sunday-school teacher, when she asked what one must do to be forgiven. 'One must sin, ma'am.'

"As for myself, I expect to depend on her and I'm hoping that she will be able to make some excuses for me. If she looks after me there as well as she has here, I may possibly have a chance."

Right here Mr. Carnegie raised his eyes to the walls of his study, which are covered with his favorite texts, and picked out this one from Confucius:

"To perform the duties of this life well, troubling not about another, is the prime wisdom."

"I am a disciple of Franklin," declared the retired iron master. "One thing especially I like in his notebook:

"The highest worship of God, is service to man."

"You remember about Abou Ben Adhem, don't you?" Mr. Carnegie brought out with great emphasis, the last line, which reads:

"And lo! Ben Adhem's name led all the rest," repeating just before that, the entreaty of Ben Adhem to the angel:

"I pray thee then,

"Write me as one that loves his fellow men."

"That is the coming religion," Mr. Carnegie declared. "And another change that is slowly coming about is this:

"The aim of good men on earth will be no longer 'heaven our home' but 'home our heaven.'"

He spoke with peculiar pleasure of the telegrams, flowers, and presents that had been pouring in upon him and Mrs. Carnegie all day long. "I don't deserve one-half the blessings I have always received," he said. "I feel very grateful indeed for all of them. Earth grows dearer to me with age and my last years have been the happiest. The twenty-five years since my marriage have been years of development. I have been developing especially since my retirement from business."

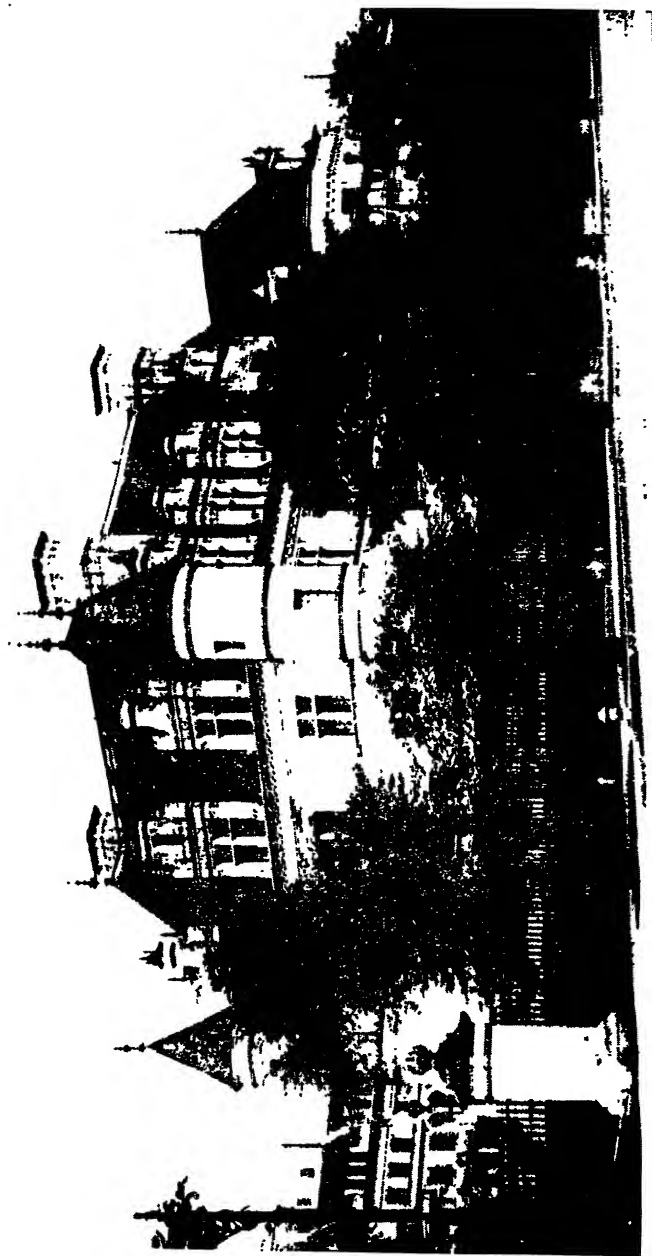
As he rose to show the reporters out, he spoke again of the mottoes* on the walls of his study and over the fireplace in his library. "I once saw some of these over the fireplace of Mr. Stoke's house in Pittsburgh, the first grand house I was ever in, and I vowed then that I would have a fine library with mottoes over the fireplace." Then his eyes began to twinkle, but he looked very seriously at the reporters as he declared: "You know I always intended to be a rich man." (*See appendix).

From the New York Times, January 22, 1916.

" * * * Andrew Carnegie's "Boys," now gray-haired financiers and steelmasters, who as young men in the twenties—and many of them in overalls—worked in the plants of the Carnegie Steel Company before it was absorbed by United States Steel Corporation, and later scattered to form steel concerns of their own, were the guests of Charles M. Schwab, once President of the Carnegie Steel Company, ex-President of United States Steel Corporation, and rejuvenator of Bethlehem, in his French chateau on Riverside Drive, last night.

But they were not Schwab of Bethlehem, or Corey or Dinkey of Midvale, last night. They were just plain Schwab and Corey and Dinkey of "old Carnegie," the Carnegie that gave them a start.

"The grandest old man of them all" was not there last night. It was the first time since the organization of the



RESIDENCE OF MR. AND MRS. CHARLES M. SCHWAB
Riverside Drive, New York City

Carnegie Veteran Association in 1902 that the permanent President had been absent. He was with them in spirit though last night. From Florida, where he had gone to regain his health, he sent his wishes that the "boys" should have a good time, and that he might be able to entertain them next year in his Fifth Avenue home. Mrs. Carnegie wrote the letter.

"Carnegie" was the note of the dinner. On the menu card was the monogram of the Association and a photograph of the kindly smiling man who took young men from his own mills and gave them "the greasy rag of industry to wipe millions from the Aladdin's Lamp of opportunity."

Mr. Schwab's organist, Archer Gibson, had arranged a musical program with Geraldine Farrar, Pasquale Amato, and Ada Sassoli as performers; but "Auld Lang Syne," "Loch Lomond," and "Old Folks at Home" were sweeter to the Carnegie boys than the finely throated note of Farrar's best "Ave Maria."

More than fifty musicians in the Neapolitan and the Philharmonic orchestras played the classics and the latest music; but somehow their music didn't start the diners as did "My Old Kentucky Home," as they sang it themselves. This was a night of reminiscing."

December 6, 1918

The Seventeenth Annual Reunion and Meeting of the Carnegie Veteran Association was held on the above date at the residence of Charles M. Schwab, Riverside Drive, New York City. Our former Chief and honored President, Andrew Carnegie, was unable to be present but was graciously represented by Mrs. Carnegie, who assisted Mrs. Schwab in extending a welcome to the members of the Veteran Association.

The following officers were elected for the ensuing year:

President	Andrew Carnegie
Vice President	Charles M. Schwab
Secretary and Treasurer	Chas. L. Taylor

After the inner man had been most bountifully satisfied,

the Vice President and host, Mr. Schwab, in a few choice words and in his usual happy manner, extended a hearty welcome and cordial greeting to his associates of the Veteran Association. Senator Phipps favored us with his experiences and sensations in being chosen to the high office of United States Senator from Colorado. Mr. Taylor expressed the hope and voiced the unanimous sentiment of the Veterans that we would all have the high privilege two years hence of voting for and electing as President of the United States that magnetic personality and patriotic citizen, Charles M. Schwab, who has rendered such magnificent service to the Nation. Mr. Dickson indulged in a brief historical sketch, in effect, as follows:

THE SEVEN AGES OF THE VETERANS

In emulation of my fellow-craftsman, the late Mr. Shakespeare, I have attempted to review our history and to classify it roughly into the Seven Ages of the Veterans.

First Age:

In the infancy of their business careers the different members of this Association have had greatly varied experiences.

Some of our most eminent and best-beloved Veterans at this time might have been seen on their way to work before daylight, clad in overalls, and carrying a dinner-bucket; and none the worse men for having done so. An innate modesty, which has always been such a marked characteristic of the speaker, forbids his mentioning the name of the most distinguished in this particular category.

Of course, the classic example of the terrible hardships undergone by the Veterans in this first stage of their career, without which no historical account is complete, is that of C. M. S. driving surveyor's stakes in the yards at Edgar Thomson. The mind shudders at the contemplation of the heartless cruelty which compelled this young and innocent boy to descend to such a menial task.

Corey, the carbon-boy, and Dinkey, the water-boy, at Edgar Thomson; Dan at his forge, and the two Scotties, at their machinist benches; Wightman, struggling to overcome the

handicap of his New England environment; and Baker, rescued from the beginning of a downward career as a Cleveland lawyer, are further examples of these days of small things.

Some of the Veterans, on the other hand, from their youth up have been accustomed to wearing a hard-boiled shirt and a clean collar every day. From this class have come our most celebrated orators, diplomats, and Napoleons of Finance, such as Bope, Leishman, Taylor and Abbott. Though born to the purple, these embryo aristocratic Veterans, nevertheless, were endowed with a sufficient quantity of that sanctified common sense which enabled them, even at this early date, to see through the thin veneer of social position and that

"The rank is but the guinea stamp;
A man's a man for a' that."

Second Age:

During this period every Veteran, having had his ambition fired by the consciousness of a potential Marshal's baton in his knapsack, together with more substantial impulse furnished by some small measure of appreciation, ranging from a raise of \$10.00 a month to a partnership, put in his best licks, working overtime and living in constant fear of losing his job.

It was also in this period that C. L. T. and Hampden Tener (in their handling of the Order and Shipping Department) reached what many believe to have been the real summit of their careers. Napoleon Baker has awarded to them the honor of being able to tell more different kinds of lies in explanation of failure to make shipment and to base more correspondence on one broken roll than any other ten men in the business.

They were also the originators of that ingenious system of building sky-scrapers, by which the roof material is required before the foundation beams. You will recall that this system requires driving a staple in the moon and suspending the roof from it, and then building up to the roof. In those days no week was complete without a four-page message from Fleming to the Chairman breathing out threatenings and

and to pass away the idle time, which was rapidly accumulating on his hands, he took to building railroads and opening mines—and jack-pots.

The house-building mania was a peculiar development of this stage. No longer content to dwell in the modest but comfortable home of his early struggles, he called in the architect and the interior decorator and furnisher, and handing them a check-book signed in blank, told them to go ahead and do their damndest. And most of them did—not only their damndest, but the innocent Veteran as well.

They had now reached that stage in their career which was so dramatically illustrated by George H. Wightman, when he threw all of the clocks out of the window, exclaiming in classical Bostonese, "Time was made for slaves, and I am a slave no longer."

Fifth Age:

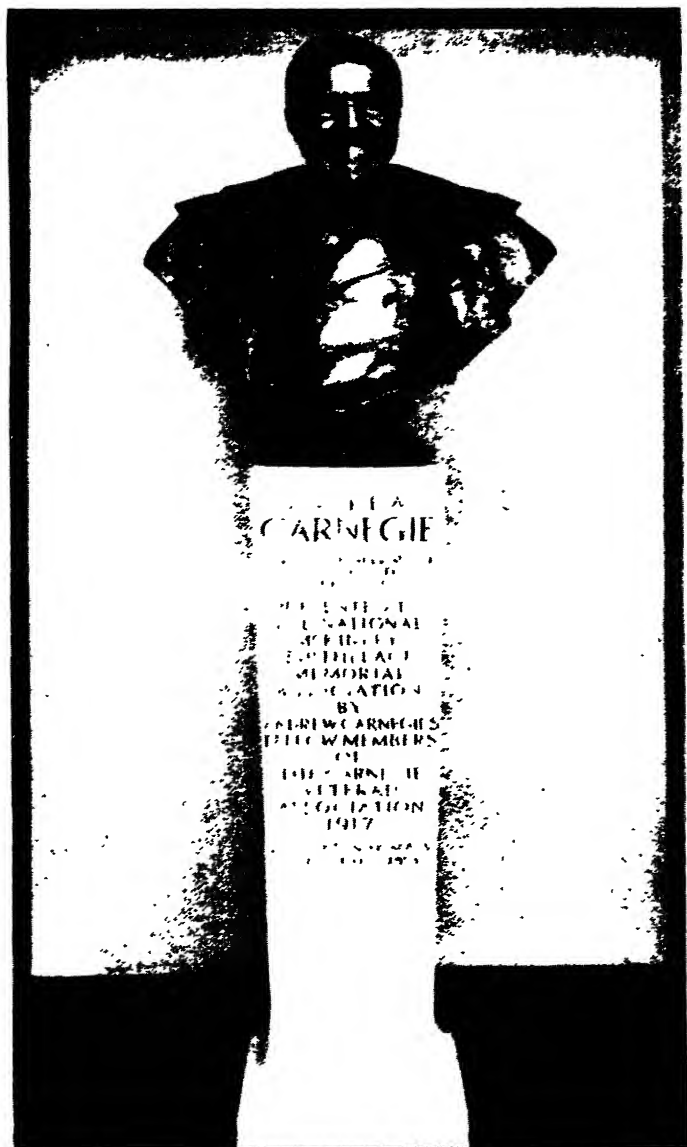
This may be described as the Age of penance, sack-cloth and ashes. Some shadows began to be thrown across the path of these Pittsburgh innocents, and they had some rude awakenings. While they were still willing to admit that they were the real people, it began to dawn upon them that "there are others." It was being borne in upon them, as our old theologians would say, "that not only is a sucker born every minute, but also an expert fisherman in the same period of time."

During this period they began to get gunshy at any proposition to invest the remnants of their hardgotten gains, so that it would have been extremely difficult to interest them in a proposition to buy gold dollars at 30¢ each.

It would be invidious to select the achievements of any one Veteran along the line of permanent investments; but for brilliancy of conception and promptness in securing results, Corey's venture at Shooter's Island as a consequence of listening to the siren song of Tom Riter, stands out like a sore thumb.

Sixth Age:

During this period some of them began to look about them



At the request of Mr. Joseph G. Butler, President of the National McKinley Birthplace Memorial Association, the Carnegie Veteran Association presented to that organization, a bronze bust of Andrew Carnegie.

with the idea that they were placed in the world by a beneficent Creator for some other purpose than to consume expensive groceries and wear out Tuxedo suits leaning against a bridge table; and they began to wonder if it would be possible for them to render any real service to mankind, which, to future generations, would justify the fact of their ever having been born.

They had all read some of the sentiments which our President had emblazoned upon the walls of his library, among which is this one —

“The highest form of worship is Service to Man.”

Hitherto, this had been considered by some of them as one of Mr. Carnegie’s jokes; but they were beginning to wonder if, after all, there may not be something in this idea.

To this Age is to be credited the following benefactions of the Veterans:

The Lillian Home and Convalescent Rest for women and children, near Pittsburgh, and the Taylor Gymnasium, at Lehigh University, by C. L. T.

The Tuberculosis Hospital and Sanatorium, at Denver, by L. C. P.

The Gayley Chemical Laboratory, at Lafayette, by J. G.

The Sewickley Valley Hospital, the existence of which is largely due to the generosity and personal service of G. E. McC.

To the inspiration and foresight of J. McL. credit is due for the inauguration of apprentice courses in practical training of young men, an innovation far-reaching in its effect on the future of steel.

The support of the villagers of Villegenis, Massy, in France, who were the victims of the Germans, by W. E. C.

The numberless benefactions of our host, C. M. S. who emulates the Master in “going about doing good.”

The public and private benefactions of Clemson, Peacock, Morrison, Lauder, Blackburn, and, in fact, all of the Veterans who have “done good by stealth and blushed to find it known,” so that, while the members of this Association may not be notable among those who loved God, the names of

many of them, like that of Abou Ben Adhem, will be written in imperishable characters among those who loved their fellow-men.

Seventh Age:

And now we come to the Seventh and last Age, which, fortunately, in its conclusion, at least, we are still able to consider in the future tense.

The Veteran apostrophizes his soul in the words of Browning—

“Grow old along with me—

The best is yet to be—

The last of life for which the first was made.”

The relative values of things mundane are beginning to be more clearly perceived. From the heights reached by long and arduous climbing, he is able to see in their proper perspective the events of the past; and from that deeper knowledge of the human heart, which comes only with years, he is able, in the matchless language of the loving-hearted Lincoln—“With malice toward none; with charity for all”—to forget all unpleasantness and to place a higher value upon the friendships of his youth and early manhood.”

Mellowed by time, having drunk deeply of all earth's fountains, not cynical nor disillusioned, but calmly content to follow the course of Nature, he now begins to adjust himself mentally to that great change which is the common heritage of all mankind—high and low, rich and poor—the King on the throne and the beggar in his rags; and as his thoughts begin to turn away from earthly things, he begins to admonish himself in the spirit of that wonderful conclusion to *Thanatopsis*:

“So live, that when thy summons comes to join

The innumerable caravan, which moves

To that myterious realm, where each shall take

His chamber in the silent halls of death,

Thou go not, like the quarry-slave at night,

Scourged to his dungeon, but, sustained and soothed

By an unfaltering trust, approach thy grave



MR. AND MRS. ROSWELL MILLER

Like one who wraps the drapery of his couch
About him, and lies down to pleasant dreams."

With the singing of "Auld Lang Syne" and a hearty handshake all round, the meeting adjourned.

On the occasion of Mr. Carnegie's eighty-third birthday, November 25, 1918, the Veteran Association sent him as a remembrance eighty-three American Beauty roses, which he acknowledged in a letter to Mr. Franks:

"Dear Mr. Franks:

I am deeply touched by the Carnegie Veteran Association's kind remembrance of my eighty-third birthday which has added much to the happiness of the occasion. The thoughtfulness is deeply appreciated and will always be treasured in my memory.

Very sincerely yours,
Andrew Carnegie."

This was the last contact of the Association with its distinguished and greatly beloved President.

Mr. Carnegie died at his home, Shadowbrook, Lenox, Mass., August 11, 1919. He was buried in Sleepy Hollow Cemetery, near Tarrytown, New York.

* * *

April 27th, 1919.

Dear Friends of the Veteran Association:

Thank you all more than I can possibly say for the beautiful silver candelabra and candlesticks.

Your wonderful gift will always be one of our most treasured possessions and both Mr. Miller and I most warmly appreciate your kindness.

The kind thought back of your gorgeous present to us has touched me deeply and it has made one more pleasant link with the Veteran Association.

Again with many, many thanks to you all,

Always sincerely yours,
Margaret Carnegie Miller.

The above letter is in acknowledgment of a wedding gift from Carnegie Veteran Association, April 22, 1919. Mrs.

Miller is an honorary member of the Association.

New York, February 20th, 1922.

To the Members of the Carnegie Veteran Association:

Your Committee appointed to purchase a gift for our fellow member, Mr. C. M. Schwab, on his sixtieth birthday, begs to report having selected a landscape oil painting 10x15, by the celebrated American artist, A.H. Wyant.

The Committee called upon Mr. Schwab on the evening of his birthday, February 18th, and presented to him the oil painting accompanied with a hand engrossed greeting bound in leather, the work being done by Tiffany & Co.

On the following pages will be found for your information a printed copy of the greeting and of Mr. Schwab's reply.

Yours very sincerely,
Dickson, Baker and Tener, Committee.

To Charles M. Schwab:

In the swiftly passing years a notable milestone has been reached to-day in your life—a life filled with achievements and crowned with honors such as fall to the lot of few men. It is therefore with deep pleasure that we, your old comrades, bring our greetings and congratulations to you, the worthy successor of him whose name we bear.

Since our first association with you years ago, our paths have led in many different directions and our relations have been of varying degrees of intimacy, but whatever the altered conditions and circumstances of our lives, they have not availed to dissolve or loosen those other and dearer ties of friendship and affection with which we are as closely bound to you as ever.

We shall always look back with pleasure upon those early days when, under your leadership and inspired by your genius and example, we strove together and in generous rivalry for our old company, which became and is to-day

pre-eminent in the world of steel and was the foundation of the great corporation in whose creation and in the shaping of whose destinies you played so great a part.

No greater honor can come to any of us than to have belonged to that organization of "Carnegie Boys" which was the proud boast of our illustrious chief and which, as he so often asserted, out-weighed in value all of the material assets of the great Carnegie Company.

On the walls of Mr. Carnegie's library were inscribed these words, that he might have ever before him the inspiration of a noble purpose:

The Highest Form of Worship Is Service to Man.

Tested by this creed, which has a universal appeal, and whether it be in peace or in a war which has shaken civilization to its foundations, your name, like that of Abou Ben Adhem, leads all the rest.

Normal men are quick to recognize and follow a true leader, and so we acclaim you—Maker of Opportunities, Upbuilder in Peace, Strong Defender in War, Staunch Friend and Loyal Comrade—

"Grow old along with me
The best is yet to be—
The last of life
For which the first was made."

That you may be spared for many more years of fruitful endeavor in the service of your fellow countrymen is the earnest prayer of your comrades of the Carnegie Veteran Association.

February the eighteenth,
One thousand, nine hundred and twenty-two

Charles M. Schwab
111 Broadway, New York.

February 21st, 1922.

Messrs. Dickson, Baker, and Tener,
and all Members of the Carnegie Veteran Association:

My dear friends:—

How futile it seems to attempt to write the members of the

Carnegie Veteran Association, my appreciation of your remembrance of my sixtieth birthday.

The sentiment contained in the Resolution adopted, touched my heart. Your call upon me on Saturday night last, with this Resolution and the beautiful oil painting, produced such a deep impression as to make it one of the greatest and most dramatic moments of my life, bringing forth, as it did, the deepest throb of love and friendship that the heart can feel. Whatever honors may come to one in life, there is none that is so much appreciated as the affection, respect, and remembrance of old partners and associates in business, but you, the men of the Carnegie Veteran Association, have been more to me than business associates. You have been the best of men, the truest of friends, and those whom I love and shall cherish most throughout the whole of my life.

I really can not write you what I feel. It is difficult to express to you in words, the sentiment that comes from a heart that is filled with love and appreciation.

That all the members of the Veteran Association may enjoy long years of life and happiness, is the sincere wish of your devoted comrade.

Yours,

(signed) C. M. Schwab.

In Memoriam

Chas. L. Taylor

Joseph E. Schwab

"Leaves have their time to fall,
And flowers to wither at the Northwind's breath,
And stars to set;—but all—
Thou hast all seasons for thine own, O Death."

"Oft in the stilly night
Ere slumber's chains have bound me,
Fond memory brings the light
Of other days around me.
The smiles, the tears,

Of boyhood years,
The words of love then spoken —
The eyes that shone,
Now dimmed and gone;
The cheerful hearts now broken.

When I remember all
The friends so linked together —
I've seen around me fall
Like leaves in wintry weather,
I feel like one who treads alone
Some banquet hall deserted —
Whose lights are fled,
Whose garlands dead,
And all but he departed.
Thus, in the stilly night
Ere slumber's chains have bound me —
Sad memory brings the light
Of other days around me."

We are met tonight to revive once more the memories of "Auld lang syne." In the course of nature, it is inevitable that with each passing year there should be an increasing strain of sadness in these memories.

As we have looked from our window on the wonderful panorama of New York Harbor, and then up to the old familiar faces of the seventeen who have passed into the great silence, those poignant lines of Tennyson come to mind:

"And the stately ships go on,
To the haven under the hill,
But oh! for the touch of a vanished hand
And the sound of a voice that is still.
Break, break, break,
At the foot of thy crags, O Sea;
But the tender grace of a day that is dead
Will never come back to me."

During the past year, two Veterans have answered the last roll call:—

Joseph E. Schwab, and Charles L. Taylor.

These names recall to many of us those early, strenuous, but happy days at Homestead, when C. L. T. was chemist, and later General Superintendent, and still later when Joe was Superintendent of the 28" Mill.

As we recall these and our other comrades, pleasant memories are mingled with regrets that we did not make more of our friendships in these latter years.

The number of those whom we like to hear call us by our first names is steadily growing less.

Should we not place a higher value on those who yet remain, and as our ranks are thinned by the grim reaper, draw closer together in friendship?

A silent toast to the memory of our dead.
Carnegie Veteran Association, December 15th, 1922.

November 11th, 1926.

Mr. James J. Campbell,
Carnegie Building, Pittsburgh, Pa.

Dear James:

I am having Messrs. Franks, Dickson, and Baker to lunch on Monday and we will naturally talk about the Twenty-fifth Anniversary of the Veteran Association.

What would you think of having a little silver souvenir at each plate on that occasion, as it is our silver anniversary. What suggestion have you and if we decide on anything, what is the state of the treasury and what expense could we properly incur? There are now twenty-seven members.

Having accepted Mr. Schwab's hospitality for so many years, don't you think it might be a nice thing on that particular occasion to present him with something in token of our appreciation and as our President?

Should you agree, what would you suggest and could we certainly count on Judge Reed being present for some suitable remarks in this connection?

Let me hear from you by Monday if possible, or at least in a preliminary way.

Very sincerely yours,
Hampden E. Tener.

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TO OUR FRIEND
CHARLES M. SCHWAB
WITH THE ENTHUSIASM AND JOY
OF HIS FELLOW VETERANS
1926

As a result of this letter, to commemorate our Silver Anniversary, each member found a Silver Souvenir at his place, with the letters C.V.A. 1926 and his name engraved thereon.

There was also presented to our President, Charles M. Schwab, by Judge J. H. Reed on behalf of all members, a silver tray with this engraved inscription:

To our President, Charles M. Schwab,
with the esteem and affection of his fellow Veterans, 1926

Carnegie Veteran Association

Andrew Carnegie
(names of all other members)

At the 1931 dinner, Mr. Robert A. Franks very kindly arranged to have reproduced, a phonograph record of Mr. Carnegie's address of January 20, 1914. It was in the nature of a thrill to hear Mr. Carnegie's voice after so many years. The speech, as reprinted for the Twentieth Anniversary of the Carnegie Corporation of New York, is reproduced below.

Speech made by Mr. Carnegie during an early talking picture experiment conducted by Mr. Edison, in New York, January 20, 1914. Reprinted for the occasion of the dinner in celebration of the Twentieth Anniversary of the founding of Carnegie Corporation.

"I quote from 'The Gospel of Wealth,' published twenty-five years ago:

"This, then, is held to be the duty of the man of wealth: First, to set an example of modest, unostentatious living, shunning display; to provide moderately for the legitimate wants of those dependent upon him; and, after doing so, to consider all surplus revenues which come to him simply as trust funds, which he is strictly bound as a matter of duty to administer in the manner which, in his judgment, is best calculated to produce the most beneficial results for the community—the man of wealth thus becoming the mere trustee and agent for his poorer brethren, bringing to their service his superior wisdom, experience and ability to administer.

"Those who would administer wisely must, indeed, be wise; for one of the serious obstacles to the improvement of our race is indiscriminate charity. It were better for mankind that the millions of the rich were thrown into the sea than so spent as to encourage the slothful, the drunken, the unworthy.

"In bestowing charity, the main consideration should be to help those who help themselves; to provide part of the means by which those who desire to improve may do so; to give those who desire to rise the aids by which they may rise; to assist, but rarely or never to do it all. He is the only true reformer who is careful and as anxious not to aid the unworthy as he is to aid the worthy, and perhaps, even more so, for in almsgiving more injury may be done by rewarding vice than by relieving virtue.

"Thus is the problem of the rich and poor to be solved. The laws of accumulation will be left free, the laws of distribution free. Individualism will continue, but the millionaire will be but a trustee for the poor, intrusted for a season with a part of the increased wealth of the community, but administering it for the community far better than it could or would have done of itself. The best minds will thus have reached a stage in the development of the race in which it is clearly seen that there is no mode of disposing of surplus wealth creditable to thoughtful and earnest men into whose hands it flows, save by using it year by year for the general good. This day already dawns. Men may die without incurring the pity of their fellows, still sharers in great business enterprises from which their capital cannot be or has not been withdrawn, and which is left entirely at death for public uses; yet the day is not far distant when the man who dies leaving behind him millions of available wealth, which was free for him to administer during life, will pass away 'unwept, unhonored and unsung,' no matter to what use he leaves the dross which he cannot take with him. Of such as these the public verdict will then be: 'The man who dies thus rich dies disgraced.'

"Such, in my opinion, is the true gospel concerning wealth,

obedience to which is destined some day to solve the problem of the rich and the poor, to hasten the coming brotherhood of man, and at least to make our earth a heaven."

Twenty-Eighth Annual Reunion and Dinner

At the Residence of

Mr. and Mrs. Charles M. Schwab

Riverside Drive, New York City

December 13th, 1929.

In response to the request of all members present at the dinner the following pages have been printed from a paper which was read by its author, *William B. Dickson*, Poet Laureate of the Association.

"Oft in the stilly night,
Ere slumber's chains have bound me,
Fond memory brings the light
Of other days around me."

While I was up on our New Hampshire farm seeking seclusion, "far from the madding crowd's ignoble strife," one of the Veterans sent me a clipping of an interview with C.M.S., and suggested that I use it as a text for a few remarks tonight. This is my excuse for breaking into the program. He called particular attention to the fact that C.M.S., had completed fifty years of service in the steel business. In order to get the exact data, I referred to our book and was surprised to find that there were four other Veterans who share this honor with C.M.S., namely, Balsinger, Bope, Dinkey and Phipps.

I suppose that, reversing the usual college practice and using the year of entrance instead of graduation, we may call them the Class of '79. We hope their graduation will be long deferred.

Let us for a few moments, turn this into a Class Night and pass in review briefly, some memories of these distinguished Veterans who have just completed their half-century of

service.

In 1878 I was working in the Pittsburgh Telephone Exchange. At that date, the telephone was still a novelty even to business men. I recall the day when incredulous merchants came to the Exchange to hear for themselves, a man talking all the way from McKeesport.

One of my old schoolmates, Pat McKeever, worked with me there, and when Homestead started in the spring of '81, he left and got a job in the mill. At night, he would tell me of the good wages paid and I decided to leave also, as he told me a job was open for me.

When I arrived at the mill one evening at six o'clock to go to work, I found that the job was to act as spell hand for Pat and Webb Balsinger, who was the first man I ever knew at Homestead. They worked on the pulpit in the old 28-inch mill and, boylike, thought they were being overworked. The job certainly had its drawbacks. They operated the valves controlling the cranes which, with crude appliances, charged and drew the ingots from the huge above-ground furnaces, charging on a peel and drawing with a yoke by means of a chain hitched to the bottom of the crane. As the valves and cranes in those days had lots of lost motion, and as most of the furnaces were hidden from view from the pulpit, the ingots, especially when drawing, were occasionally dumped on the floor, from which they could only be picked up by a change in the rigging of the crane. I can still see and hear Charlie Hughes shaking his fist and airing his extensive vocabulary of rolling-mill profanity, consigning our souls to everlasting perdition and calling in question our maternal ancestry, as he wrestled with the hot tongs in the blistering heat of the white hot ingot.

I started to work, scared to death by the shock of the old Blooming mill as she reversed and still more scared by Charlie Hughes' curses. Some of you remember old Gus Harton, brother-in-law of Mr. Singer, who was Chief Time-keeper. When he came around on his evening checkup, he asked who hired me. I told him I did not know and he walked away and to this day, I do not know how my name

got on the payroll.

I did not know Bope, the second of the Class, until I was called down to the City Office in '89 by a telegram from C.L.T., who asked for the best man at Homestead to help out on some work. Of course, that meant me and so Charlie McKillips sent me down, a snow-white lamb among ravening wolves.

Bope was very religious in those days and was a lay-reader in the Episcopal church. Like Bishop Manning, he was inclined to be rather exclusive in religious matters and to look askance at other sects which lacked the sanction of the apostolic succession by the laying on of hands.

I was somewhat religious myself then, and when he spoke slightly of the United Presbyterian Church in which I was a burning and a shining light, I used to retort by asking him if Henry VIII of fragrant memory, had not been the founder of his Church? This always seemed to annoy him,—and thus we exemplified the grace of Christian love.

Dinkey was third in the Class. After graduating from a distinguished Carnegie career, he and I lived through eight happy years of Midvale history. Al was an easy boss, as many of you know from experience, and I have a very tender spot in my heart for him for all his kindness in those years in which we were so closely associated. While many deserved honors have come to him, I doubt if anything has ever given him a greater thrill and deeper satisfaction than his own personal achievements in the line of electrical development in mill practice. You may recall that he was once a pillar in Dr. McClurkin's church, which accounts for the title of "Deacon" by which he is still affectionately known.

L.C.P. was the next. He stands out in my memory as a tower of refuge from the assaults of the autocratic Sales Magnates on one hand and the imperious Mill Superintendents on the other. His advice was never given until all the facts had been considered carefully and, with his backing, Tener and I always felt firm ground under our feet. Judging from the reports from Washington, he has taken a post-graduate course in the art of keeping silent in several lan-

guages. We are proud to have a real statesman on our roster. If we had more of his caliber in Washington, the business world, I am sure, would be inspired by a similar confidence, and in the language—or at least the spirit of Farragut at Mobile Bay, would take as its slogan—"Damn the torpedoes; full speed ahead!"

This brings us to C.M.S. I wonder in what part of his career, he, in his secret heart, takes the most pride and satisfaction. I am going to hazard some guesses.

Probably first in point of time and not least in degree of satisfaction, was the remodeling of the Edgar Thomson Rail Mill in collaboration with Captain Jones, replacing hand rolling by the novel system of tilting tables, which revolutionized rolling mill practice.

My second guess is, the bringing of order out of the dreadful chaos of the 1892 strike at Homestead and the reorganizing of these warring elements into an efficient industrial unit by the sheer force of his persuasive personality.

Probably the third, was the bringing of similar order out of a situation even more difficult, by effecting a settlement of differences between two of our principal partners, resulting in the organization of the Carnegie Company.

Lastly, the organization of the Steel Corporation, which was due largely to his initiative. Here I must confess to a feeling of sadness mingled with jealousy. You will note that I have just said "lastly," in connection with the Steel Corporation. I did so advisedly, because his resignation as President, brought a period to our participation in his activities.

Bethlehem, no doubt, will be his great personal monument. It stands for great executive ability, technical knowledge, and, above all, matchless courage in the face of great odds.

But we might as well be honest. We are jealous of those Bethlehem fellows, and tonight we refuse to admit that there is any such company. In fact, there is not even a Steel Corporation. For one night in the year, at least, C.M.S. belongs to us. This is Carnegie Night—the night on which we recall the days of auld lang syne and open our hearts to what we all realize are their noblest impulses, among which true

friendship stands very high.

Our individual fates are a sealed book. There is an unknown day, on which each of us must answer "Adsum" as his name is called for entry on the scroll of fate, which is slowly unwinding from the knees of the gods, until it will fall to the lot of one of us to be the sole remaining member of this Association.

As the years are passing ever more swiftly, let us, then, without waiting for those gray days to come, have the satisfaction of giving utterance to our mutual affection, and of expressing, especially to our President, a sincere appreciation of the fine spirit of friendship that he has so often and so abundantly manifested towards every one of us.

Tonight we all hail him:

First in Industry,
First in Progressive Leadership,
First in Friendship.

But the greatest of these is Friendship.

"Friendship above all ties does bind the heart,
And faith in friendship is the noblest part."

W.B.D.

"BOYS YET"

Within these hospitable walls, we're gathered once again.
The same old boys, though some have reached their
three score years and ten.

And, as once more, our hands are clasped, each dear
familiar face

Appears as once we knew it; comradeship the lines erase.

While memory like a surging tide, brings back the days
of old,

When you and I were youngsters all; ere over us had
rolled,

The intervening years, so full—and yet in retrospect,
So like a half-remembered dream, with lights and
shadows flecked.

Out in the West, there's one of ours, the tide of years
still stemming.

We hail you, our beloved Dean; of course, we mean
John Fleming.

In ancient days, some of us thought you were a bit
harassing,

But all's forgiven, keep on, John, the century mark
surpassing.

The fountain of perennial youth, Tom Morrison's located.
For prowess on the southern links, he's very highly rated.
Old Mother Nature's rigid laws, mean nothing much
to Tam;

And as for Father Time—for him he doesn't give a damn.

And there's another by his side; by piety made bald.
Among his boon companions, by the title "Chief," he's
called.

But chief of saints or sinners? Ah!—that's quite an-
other story.

I'm sure I needn't name him but—to make the rhyme—
it's Corey.

Just down the line, I see a lad as youthful as of yore.
A good U. P. who passed the plate; a stainless name
he bore.

They talk of passing years and age! I don't know what
to think!

I see no evidence of them upon the face of Dink.

Two guileless souls are with us yet, who've never won
a "her."

Of course, you know one's Tener and the other's Garry
Kerr.

Perhaps they think their loss, a gain; but, Oh! what fun
they've missed;

To live through all the passing years—and never e'en
been kissed!

Here's Baker, just as full of quips, as when he made a
name.

By charging, first the bulls, then bears, and won undying fame,
In scalping eighths on "Sugar" stock with good old Norman Ream.
Is this the same old, dear old Nap?
And is the past a dream?
And those who, in the "auld lang syne," the merry jest sent round,
They who with care-free laughter, made these friendly walls resound,
Those friends so closely linked to us, seem with us once again,
Each one a cherished memory, though passed beyond our ken. W.B.D.

THE SAME OLD BOYS

(With acknowledgment to Oliver Wendell Holmes)

(To C. M. S.)

You've won the great world's envied prize,
And grand, you look, in people's eyes.
All mankind heeds your slightest word,
While I might shout and ne'er be heard.
And yet, I like to think that still,
You will remember me as "Bill."

(To L. C. P.)

Your name may be a titled one,
And high-enrolled in Washington,
And mine a humble cognomen
But little reckoned among men.
I do not envy you; but still,
I like to have you call me Bill.

(To T. M.)

And what of Scotty; he who asked
"Who's got the stoppin' o't?" Who masked
Behind a youthful face, the wit
To win by sweating, pluck and grit,

Both wealth and honors? Give a damn?
Not us! He's just the same old "Tam."

(To W. E. C.)

To dizzy heights, you've led the van,
Since first at Braddock, you began.
Dame Fortune's showered you with pelf.
What odds! We like you for yourself!
Of your success, d'ye think we're jealous?
Oh! No! To us you're only Ellis.

(To D. M. C.)

Here's Clemson, with his old-time smile;
A Pittsburgher—but without guile.
He may be the first citizen
Of that old town; if so—what then?
To us he'll ne'er be other than
Our loyal comrade, Dear Old Dan.

(To A. C. D.)

And what of Dinkey; he who knows
Electric currents—dynamos,
And volts and amperes—how they act?
He's been our boss; yes, that's a fact!
But what of that? he's our old pal—
To every one of us, he's Al.

(To G. H. W.)

And Wightman, dwelling free from care,
A slave no longer, may I dare
To lay a comrade's claim to you,
As well as to this Pittsburgh crew,
And stronger links of friendship forge,
While I am Bill—and you are George?

(To R. A. F.)

See Franks, immersed in bonds and stocks,
All safely kept by bolts and locks;
A banker stern, he seems to be,
But underneath the surface, we



MR. AND MRS. CHARLES M. SCHWAB ON THEIR
GOLDEN WEDDING ANNIVERSARY
May 1st, 1933

All know that's just a surface daub.
To all of us he's simply "Bob."

(To J. J. C.)

You, Campbell, still great issues guide,
And by your judgment, men abide.
In councils high, you sit and vote,
And honored are, by men of note.
What of it? Till these eyes grow dim,
To us you'll always be just "Jim."

(To W. C. McC.)

McCausland! He cuts quite a dash.
He handles oodles of hard cash.
Men come to him with hat in hand;
He has an office furnished grand;
All very nice! But what's the dif?
You can't bluff us! You're only Cliff.

(To W. W. B.)

Here's Blackburn, quiet and demure,
In conduct, ever chaste and pure.
In meek and unobtrusive ways,
He lives his life; but there are days
That give to him an old-time thrill,
When all the fellows call him, "Bill."

(To H. P. B.)

H. P. we welcome once again;
The lad who wields a facile pen.
The orator whose silver tongue
Held us spell-bound, when we were young.
Who, facing odds, with thrust and parry,
Still battles on — To us, he's Harry.

(To H. E. T.)

See Tener, still as young as when
With C. L. T. he used to train.
From all of love's distraction free,
He emulates the busy bee.

Our Hampden still is free from guile;
He never fell for woman's wile.

(To J. McL.)

And you, McLeod, may make a name
In engineering. What is fame?
A fitful gleam of shining light,
And then — a fading into night.
To-night, we'll let the world roll on;
And I'll be Bill; and you'll be John.

(To D. G. K.)

Come, dear old comrade, you and I
Will steal an hour from days gone by.
Those thrilling days when, life still new,
We toiled and laughed, a merry crew.
Those lusty days that would not tarry,
When I was Bill, and you were Garry.

(To W. L. A.)

The Veteran of "Seventy One,"
We now salute. Our love he's won.
The quiet, modest gentleman,
A nobleman, on nature's plan.
So here's to Abbott! May the years
Glide smoothly on, while friendship cheers.

(To H. D. W.)

Nor shall we fail to hail the gent
Who wore the title, "President."
Though from his old haunts, lured away,
Far from our hearts, he'll never stray.
Though like the Prodigal, a roamer,
The latchstring's always out for Homer.

(To W. G. C.)

In Pittsburgh, there's another "Bill,"
Whose working clothes are on him still.
Amid that city's din and smoke,
He patiently, still bears the yoke.

To
Mr. and Mrs. Charles M. Schwab

On this happy occasion, bringing so many golden memories, the Members of the Carnegie Veteran Association heartily congratulate you and rejoice with you in commemorating your Golden Wedding Anniversary

Looking back over the years, we cherish the rich privilege and fine inspiration of your friendship and shall always gratefully remember the unfailing kindness of your warm and generous hearts

You have shared together a long life of devotion and congenial

companionship, and the accompanying remembrance is but a slight token which we hope will express to you in some small measure our genuine affection and unchanging esteem

That many golden days and greater joys may still await you and continue to brighten and cheer your pathway is the sincere wish of your friends of the

Carnegie Veteran Association

May 1st 1933

May his high honors long abide;
We send our greetings to Bill Clyde.

(To W. R. B.)

Say, Balsinger, can you forget
The day that you and I first met;
The heat and curses, grit and grease?
No, never; until life shall cease.
For tides may rise and tides may ebb —
I'll still be Bill—and you'll be Webb.

(To E. S. M.)

Here's Mills, a high Vice President;
On higher honors, still hell-bent.
He walks Chicago's gun-swept streets,
And's hailed by every man he meets.
What odds! When all is done and said,
To us he's just the same old Ned.

(To C. W. B.)

E'en Nap forgets his hour of pride,
While Bill sits smiling at his side.
And Bill, in spite of time's disguise,
Finds the old comrade in his eyes.
Those friendly eyes that melt and fill,
As Nap looks fondly up at Bill.

(To All)

You fellows, on some future date,
As you sit here — beside each plate —
May find some names upon a card.
If mine is there — and if it's "star-ed,"
Don't stop your jesting — eat your fill,
But — give a kindly thought to Bill.

W.B.D.

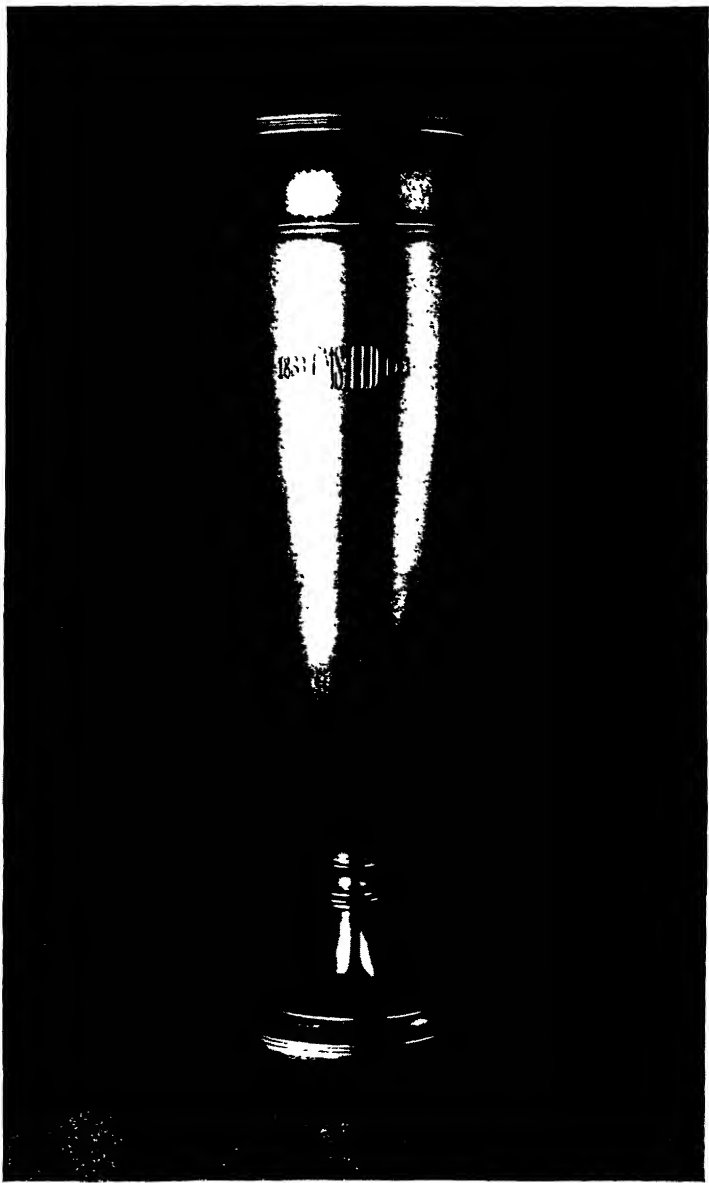
Carnegie Veteran Association, December 13th, 1929.

* * *

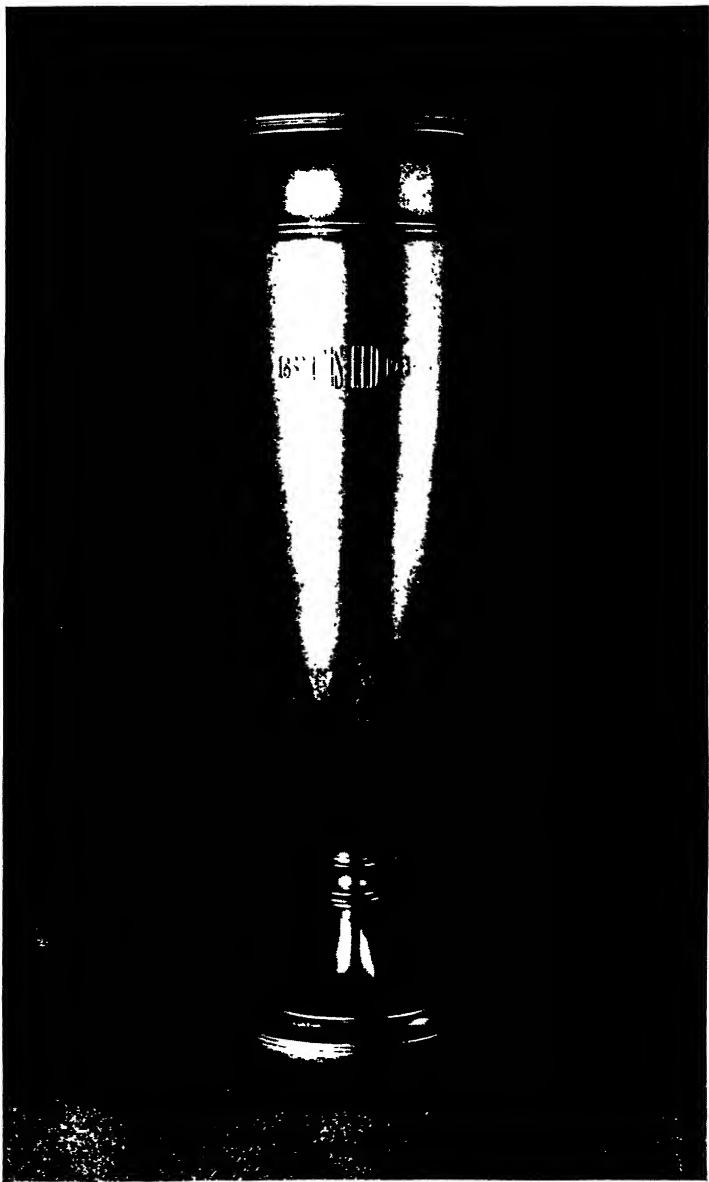
May 6th, 1933.

Dear Mr. Tener:

Will you please convey to the Carnegie Veterans, my appreciation of their ever thoughtful remembrance of Mrs.



PRESENTED TO MR. AND MRS. CHARLES M. SCHWAB ON THEIR
FIFTIETH WEDDING ANNIVERSARY BY C. V. A



PRESENTED TO MR. AND MRS. CHARLES M. SCHWAB ON THEIR
FIFTIETH WEDDING ANNIVERSARY BY C. A. A

November 25th, 1935.

To our Hostess, Mrs. Andrew Carnegie:

We who are present today, together with those others who cannot be with us because of illness, (some of them suffering from that incurable malady known as years, a remedy for which Ponce de Leon searched in vain) are all that remain of a once numerous company, honored and royally entertained so often by you, our gracious hostess, in your home.

On this occasion, we have met, not only to renew that feeling of comradeship which was the chief reason for the organization of the Carnegie Veteran Association, but to commemorate the birthday of our beloved Benefactor and Chieftain of the Clan Carnegie.

As long as we live, the memories of our association with him, will be cherished as the outstanding experience of our lives and will be a precious heritage to those who come after us.

But pride in our great leader will rest on a more substantial foundation than personal contact or business association. On the walls of the library in this home there are inscribed these words:

The Highest Form of Worship Is Service to Man

His constant allegiance to this great creed, constitutes his chief claim to lasting fame. His great achievements in the industrial developments of his generation, need no gloss.

His contributions to literature, not only by his fostering of libraries and institutions of learning, but by his own writings, will entitle him to a high place among those who have influenced the thought of our age.

His stupendous gifts for the benefit of mankind the world over, have given him a unique and permanent place in the history of civilization.

But, without in any way minimizing these achievements, we believe that his chief title to loving and lasting remembrance, will rest on his immense influence in the furtherance of peace among the nations; his emphasis on the idea of an

international conscience; the breaking down of those barriers by which prejudice and ignorance have divided the nations; and the immense impetus which he gave to the steadily growing conviction among thinking men, that civilization had reached that stage in its evolution, where nations, as such, must recognize and be brought under the sway of the same ethical standards as those which control the conduct of the individual.

He has helped to bring the world nearer to that time to which the peasant bard of Scotland looked forward with prophetic vision:

“When man to man, the world o’er,
Shall brithers be, for a’ that.”

The Carnegie Veteran Association offers this tribute of appreciation:—

ANDREW CARNEGIE

And now abideth his fame: Captain of Industry,
Kingly Benefactor, and Apostle of Peace; but the
greatest of these is Peace. Like Abou Ben Adhem,
he can justly say to the angel:

“Write me as one that loves his fellowmen.”

Carnegie Veteran Association

Charles M. Schwab
Lawrence C. Phipps
Thomas Morrison
Chas. W. Baker
D. G. Kerr
Geo. H. Wightman
Edwin S. Mills
Homer D. Williams
Hampden E. Tener
Wm. B. Dickson

115 Chambers St., New York, March 24th, 1936.

To the Veterans:

An engraved acknowledgment has just been received from Mrs. Carnegie addressed to Carnegie Veteran Association, of

which the following is a copy:

"Mrs. Carnegie thanks you very much for your kind recognition of Mr. Carnegie's Centenary last November.

Your expressions of appreciation of what he did for his fellow men and your kind remembrance of her have touched her deeply.

She is sorry she cannot reply personally to each one."

You will remember the letter of the Veterans dated November 25th, which was read and presented to Mrs. Carnegie in her home at that time, copy of which I sent to each member.

Very sincerely yours,

(signed) H. E. Tener, Secretary.

CHAPTER IX

THE LAST ROLL CALL—A DREAM

Two East Ninety-First Street
New York
December 10th, 1936

My dear Mr. Dickson:

Just as I was leaving to spend the Thanksgiving holiday out of town, your very interesting communication was laid on my desk, and I am sorry so much time has elapsed since my return without acknowledging it.

I was much pleased to receive your "Last Roll Call—A Dream," and thank you very much for sending it to me. You draw a very vivid picture, a very interesting, though a very sad one. The truth of it is impressed on us every year as the number of the Veterans grows less. I hope, however, it may be many years before it is literally true. It is a fine literary effort, and I appreciate your sending it to me.

With warmest good wishes,
Most sincerely yours,
Louise W. Carnegie.

* * *

It was a Friday evening in December, Nineteen Hundred and ——. Snow had been falling all afternoon. In a large dining room, dark except for the street lights reflected from the snow, there was a long table set for fifty-one guests.

An aged butler entered and placed on the table, a lighted candle which only served to make the darkness visible.

When he had retired, a sound of faltering footsteps was heard and an aged white-haired man in evening dress, appeared in the doorway. Looking around on the weird scene, he hesitated for a moment and then slowly made his way to the table and sat down in the chair before which the candle

had been placed. His face had a peculiar, strained, earnest look as though he was under the influence of some strong emotion.

With a far-away look, he gazed at the falling snow beating against the window and, as though addressing an unseen audience, said:

I have lived long and full. The joys of life
Have filled my cup to overflowing brim;
And now, like beads upon a rosary,
I'll count them o'er again, e'en though a cross
Of sorrow and bereavement marks the end.
My childhood years, blessed by fond parents care,
Still glow in memory's light, with radiant hues,
When in the stilly night, ere sleep has thrown
Her magic spell o'er weary mind and heart,
Fond recollections throng, like light through leaves;
Schoolmates who, long ago have answered "Here,"
When their and my great Master called the roll;
Friends of my early manhood, who with me,
Breasted the storms of life and early passed
Beyond our mortal ken; all these now seem
More living than the hosts which later years
Have thrown across my path. But most of all,
I cherish, nearest, dearest to my heart,
Those rapturous, tender days of "auld lang syne,"
That glamorous, joyous time when "love's young dream,"
With radiant glory and with ecstasy,
My days of toil and nights of dreaming, filled.
When daring hopes, too high for utterance,
With pallid fears, fought for the mastery;
Now leading on to happy heights of bliss—
Now thrusting into gloomy depths of woe.
Then came the consummation of my dreams,
When she, fair maid, became my loving bride.
Though poor indeed, the setting of our lives,
Our very blindness to the risks of life,
Two unsophisticated lovers, we,
Sustained us through those early care-free days.

Then came the babes; each finding in our hearts,
An ample space which widened with the years,
Until, with children's children, it is filled.

"Where are the waters that drown regret?
Where are the leaves of sleep's own tree?
Nowhere else in the world—nor yet,
In Picardie." *(Graham R. Tomson)*

"Dear as remembered kisses after death.
Deep as first love and wild with all regret.
O Death in Life—the days that are no more."
(Tennyson)

And now, the drama draws unto its close.
Sole actor on the stage, I see the hand
Upon the curtain rope, awaiting there
The signal for my exit from the scene.
My last lines have been said; my play of life,
So badly written, stained with many a blot,
Has only place to enter "exeunt,"
While I with backward step, await the curtain's fall.
And is this all? Is it as Shakespeare said?

"Our revels now are ended; these our actors,
As I foretold you, were all spirits, and
Are melted into air—into thin air;
And, like the baseless fabric of this vision,
The cloud-capped towers, the gorgeous palaces,
The solemn temples, the great globe itself
Yea, all which it inherit, shall dissolve
And, like this insubstantial pageant faded,
Leave not a rack behind. We are such stuff
As dreams are made of, and our little life
Is rounded with a sleep."

To never wake?
Or, did a greater wisdom speak these words:

"There are more things in Heaven and Earth, Horatio,
Than are dreamed of in your philosophy."

And was old Walt Whitman inspired when he wrote:
"Old age superbly rising! O welcome, ineffable grace of
dying days,

And I will show that nothing can happen more beautiful than death.

And as to you, Death, and you, bitter hug of mortality,
it is idle to try to alarm me.

Old age, flowing free with the delicious near-by freedom
of Death."

Taking a thin leather case from his pocket, he opened it
and placed it before him on the table. Then he took a manuscript
from another pocket and unfolding it, began to read
aloud in a low but clear tone:

"How pure at heart and sound in head;
With what divine affection bold,
Should be the man whose thought would hold
An hour's communion with the dead.

In vain shalt thou, or any, call
The spirits from their golden day,
Except, like them, thou too canst say,
My spirit is at peace with all.

Do we indeed desire the dead
Should still be near us—at our side?
Is there no baseness we would hide?
No inner vileness that we dread?

Shall he for whose applause I strove—
I had such reverence for his blame—
See with clear eyes, some hidden shame,
And I be lessened in his love?

I wrong the grave with fears untrue.
Shall love be blamed for want of faith?
There must be wisdom with great death.
The dead shall look me through and through."

(Tennyson)

Putting down the manuscript, he remained thoughtful for a few moments as though trying to come to a decision on some important matter. Then straightening up and throwing his head back as if to be prepared for an ordeal, he said, "well, we shall see."

Pulling towards him, a shallow bronze bowl, he took from the leather case an envelope containing some packets folded like medicine powders. Pausing again, he looked off into the darkness and said:

And shall I fear to call back from the dead,
Those kindred spirits who in life with me,
Shared joy and sorrow, laughter, toil, and tears?
Shall I, poor remnant of that gallant band,
Sit here and feast alone, while memories
Of days long past, like waves of rising tide
Upon the beach, throng each on each, until
In dire confusion, they retire again,
Only to rush once more to greater heights?
Ah, no! if only my fond fancy seems
To people once again, these empty seats
With those I loved, 'twill ease my aching heart.
And what if there should be a closer tie
Than we suspect, twixt those who from our sight
Have passed—and we who tarry here? I'll try.
Of this I'm sure; if there's a way to span
This gulf that seeming yawns twixt me and mine,
They on the other side—no less than I—
Will seek it and will come to welcome me.

Pausing, he emptied the powders into the bowl, saying as he did so:

Here's rosemary; that's for remembrance dear.
Here's rue for loneliness and sorrow too,
When thoughts of dear, dead days beyond recall,
O'erwhelm my heart. Here's frankincense and myrrh
And spikenard too, for life's lost ecstasy.

Taking the candle, he lighted the powders. A white smoke arose as they were consumed, filling the room with fragrant

incense, while he continued:

Rise, incense sweet, and bear my thoughts with you.
Now waft my longings to that spirit realm
And bid return, "those loved and lost awhile,"
That they, with me, once more may grace this feast,
Ere I, too, pass from out this vale of tears,
Into the shadows deep that veil from mortal eyes,
That mystery of mysteries—great Death.

The expression on his face, seen through the haze of the rising incense, became still more tense as his earnest gaze swept around the table where faint, shadowy forms began to be dimly outlined in the semi-darkness. When the circle was complete, he rose from his chair, glass in hand, to offer a toast. The eyes of every one of the shadowy forms were fixed on him. As he raised his glass and held it forth, the strained look relaxed as he called the toast:

Redeemer from the captivity of flesh and time;
Righter of ancient wrongs;
True lover, behind grim visage hidden;
Binder-up of broken ties;
I drink to thee, thou friend and comrade, Death!

As he stood with outstretched arm as if in turn to greet each well-known comrade, a solemn voice from out the darkness, began to call the roll. As each name was called, a form arose from his chair and stretched forth a hand as in greeting, until every name had been called except his own. Raising his head with a glad, expectant smile, he turned toward the darkness from whence the voice came. When he heard his name pronounced, he answered, "Adsum," and, with a sigh of satisfaction—as of "one who wraps the drapery of his couch about him and lies down to pleasant dreams," he sank down in his chair and, bowing his head on his outstretched arms on the table, he passed into the silence.

He had answered the last roll call; and once more, the roster of the Carnegie Veteran Association was complete.

W. B. D.

November 20, 1936.

APPENDIX

A few years prior to the organization of the United States Steel Corporation, Mr. Schwab, who had been promoted from General Superintendent of Homestead Steel Works and Edgar Thomson Works, to the Presidency of Carnegie Steel Company, had established a regular Saturday meeting of the heads of departments of the mills and offices, which was known as the Operating Department.

These meetings were designed to secure closer cooperation between the different departments by discussion of current problems, especially those of the coming week.

Under the skillful leadership of the President, to whom every branch of the business was familiar, this weekly elbow touch which promoted better understanding of each other's problems, was a large factor in the increasing prosperity of the company.

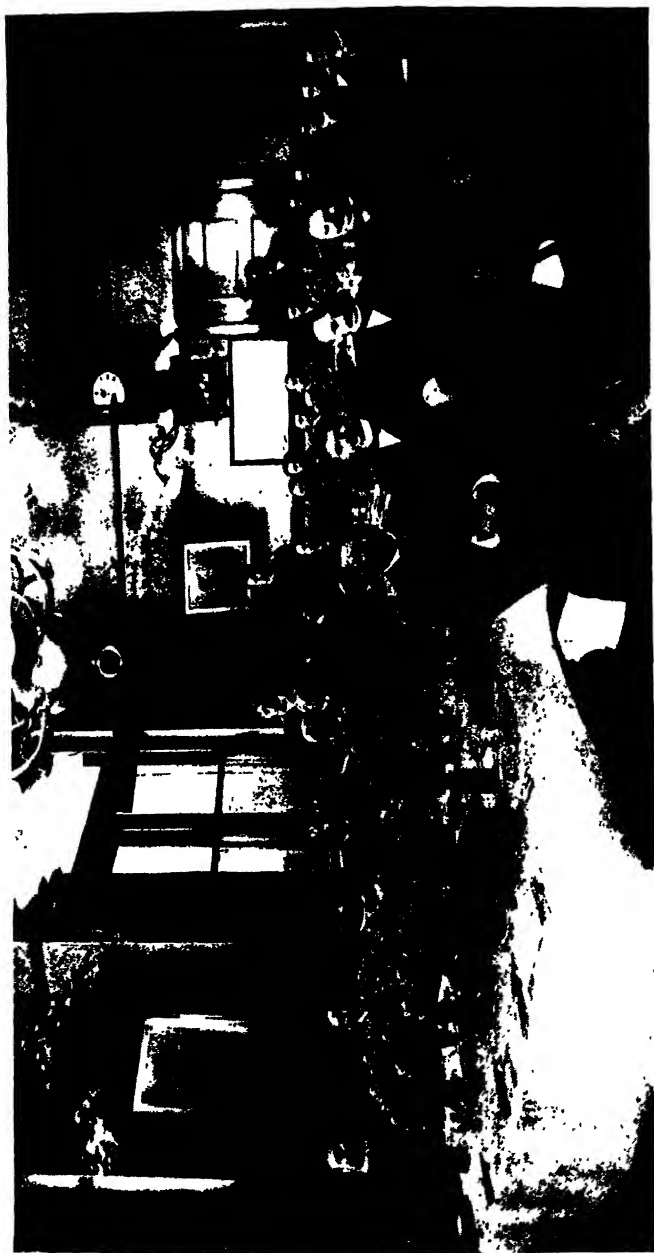
The names of those seated, beginning at the left are: McKenzie, Bope, Wood, Dickson, J. E. Schwab, Taylor, McLeod, Packer, Balsinger, Lindsay, McCague, Swensson, Kindl, Clemson, Scott, Hardy, Hunter, McGrew, Morrison, C. M. Schwab, Corey, Gayley, Bihler, Carson.

Those standing: Finnerty, Robert Lynch, Joseph Ray.

When the Armor Plate plant at Homestead was built, owing to the increased size of the plates required by the new battleships, unusually heavy equipment was required.

It was difficult to determine in advance, the cost of the presses and other machines; but an estimate had to be submitted to Mr. Carnegie. Unforeseeable difficulties were encountered so that there was a large over-run on the completion of the plant. Mr. Carnegie was greatly concerned and demanded an explanation.

Mr. Schwab did the best he could but he also was greatly concerned, and ended in a somewhat hysterical laugh. Mr. Carnegie said it was no laughing matter. Mr. Schwab then told him the story of the old German mechanic, who had to



MEETING OF THE OPERATING DEPARTMENT OF CARNEGIE
STEEL COMPANY

cross the Monongahela River daily on his way to work.

During a strike, some pickets met him one morning and demanded that he join them. He answered: "No—I stay by Charlie."

They threw him into the river, and as he swam back to shore, threw him in again. This was repeated several times, when they finally allowed him to proceed to the mill.

He went up to Mr. Schwab's office and reported the incident. Mr. Schwab asked him: "What did you do, Henry?" He replied: "Oh, Mr. Schwab, I just laugh."

This story relieved the tension and the over-run was forgiven.

* "Those of you who have visited the old Carnegie Mill will remember the picture of the old monk that used to hang on the wall in the directors' room.

It seems that some criticism was made that it was not sufficiently dignified for the place. That reached Mr. Carnegie's ears and he sent the picture to me, with the message, "Hang this in your room."

It is a painting of a jolly old monk who owned nothing but the robe on his back; and Mr. Carnegie added, "Any time you feel blue or inclined to be despondent, just look at the old monk's happy countenance and your depression will disappear. Always remember that good business is never done except in a happy and contented frame of mind."

At one of our Carnegie Veteran dinners, Mr. Schwab told of his efforts to induce Mr. Carnegie to discard his carriages and buy an automobile. Mr. C. was afraid of this "horseless carriage" as it was then called and kept his horses for many years after his associates had discarded them.

One day he told C.M.S. that he had bought a car, a Winton. When asked why he had decided on that car he said: "because it was the best one made." "Who told you so?" inquired C.M.S. "Mr. Winton," he replied. All of the veterans laughed, Mr. C. loudest of all. Mr. Winton was an old friend of A.C.

*From "Andrew Carnegie, His Methods with his Men." An address by Charles M. Schwab at the Memorial service, Carnegie Music Hall, Pittsburgh, November 25th, 1919.

*Mottoes on the walls of the Carnegie residence
Fifth Avenue and Ninety-first Street
New York City*

The Kingdom of Heaven is within you.

The aids to noble life, are all within.

Only through what is done for others, one finds happiness for himself.

To perform the duties of this life well, troubling not about another, is the prime wisdom.

Self-approval is the ample reward of virtue.

Thine own reproach alone do fear.

The highest motive is the good of others.

To thine own self be true; thou canst not then be false to any man.

The gods send thread for a web begun.

All is well, since all grows better.

Let there be light.

The highest form of worship, is service to man.

In the temple of the gods, there is continuous service.

As one lamp lights another, nor grows less, so nobleness enkindleth nobleness.

Through communion with the gods, man himself grows godlike.

All dedicated to study and the bettering of the mind.

Behold the bright countenance of Truth, in the quiet and still air of delightful studies.

Mine own library with volumes that I prize above a dukedom.

The dead though sceptered sovereigns, whose spirits still rule us from their urns.

The chief glory of a nation, is its authors.

All that a man has thought or done is preserved as by magic in books.

The dainties bred in a book, lead the mind from shade to sunshine.

They are never alone, who are accompanied by noble thoughts.



THE LAUGHING MONK

The highest truth that a man sees, he must fearlessly proclaim.

* * * *

Captain William Richardson Jones was a veteran of the Civil War, serving in Company A, 133rd Regiment and in Company F, 194th Regiment of Pennsylvania Volunteers, in the battles of Fredericksburg and Chancellorsville.

He was one of the builders, under the direction of A. L. Holley, of the Edgar Thomson Steel Works at Braddock, Pa. and was General Manager until his untimely death.

Mr. Carnegie told these stories of his contacts with the Captain. On one of his visits to Pittsburgh, he decided to go out to the Edgar Thomson plant to see him and the most recent improvements.

On reaching the office, he was told that the Captain was down in the rail mill superintending the mechanics who were repairing a break in the rolls. He went down to the mill and found the Captain working with the men and covered with mill grease. It was a hot day and the perspiration was running down his face.

Calling him aside, he remonstrated with him, telling him that he had skilled men entirely competent to attend to these repairs. Then he said: "Captain, you should take a vacation. You know I go abroad every year on a vacation and you cannot imagine the feeling of relief that comes over me when I find myself outside of Sandy Hook." The Captain, somewhat annoyed at the interruption to his work, replied: "You can't imagine what a hell of a relief it is to us to know you are outside of Sandy Hook."

It is a melancholy fact that his untimely death at the early age of fifty, was due to his disregard of Mr. Carnegie's advice.

* * * *

On another visit to Pittsburgh, Mr. Carnegie sent for the Captain to come into the City office. Edgar Thomson had made some unusual records in the production of rails with corresponding profits for the Company.

When the Captain arrived, he complimented him on this achievement. Then he said: "Captain, we feel that you

should have some special recognition of this splendid record and we want to offer you a partnership in the Company."

To his surprise, the Captain, in a rather embarrassed manner, asked if he might have a little time to consider the offer. The request was granted. The next day, the Captain came in and said, in substance, "Mr. Carnegie, I don't want you to think I do not appreciate your offer. I do; but I don't know anything about these financial matters; instead of a partnership, how would you like to give me a h—l of a big salary, and let it go at that."

When Mr. Carnegie had recovered from his surprise, he said: "Captain, since you prefer it, hereafter you shall have the same salary as the President of the United States."

This agreement was in force until his death.

* * * *

One of the Edgar Thomson Blast Furnaces had chilled and prompt measures were necessary to prevent a great loss by having to blow out the furnace and remove its contents.

The Captain was working with the men who were driving a steel bar into the taphole in an effort to prevent this disaster, when the molten metal suddenly burst out, killing some men instantly and burning the Captain so badly that he died soon after.

Mr. D. G. Kerr, who was an eye-witness of the accident and had a narrow escape from injury or death, gives the following account:

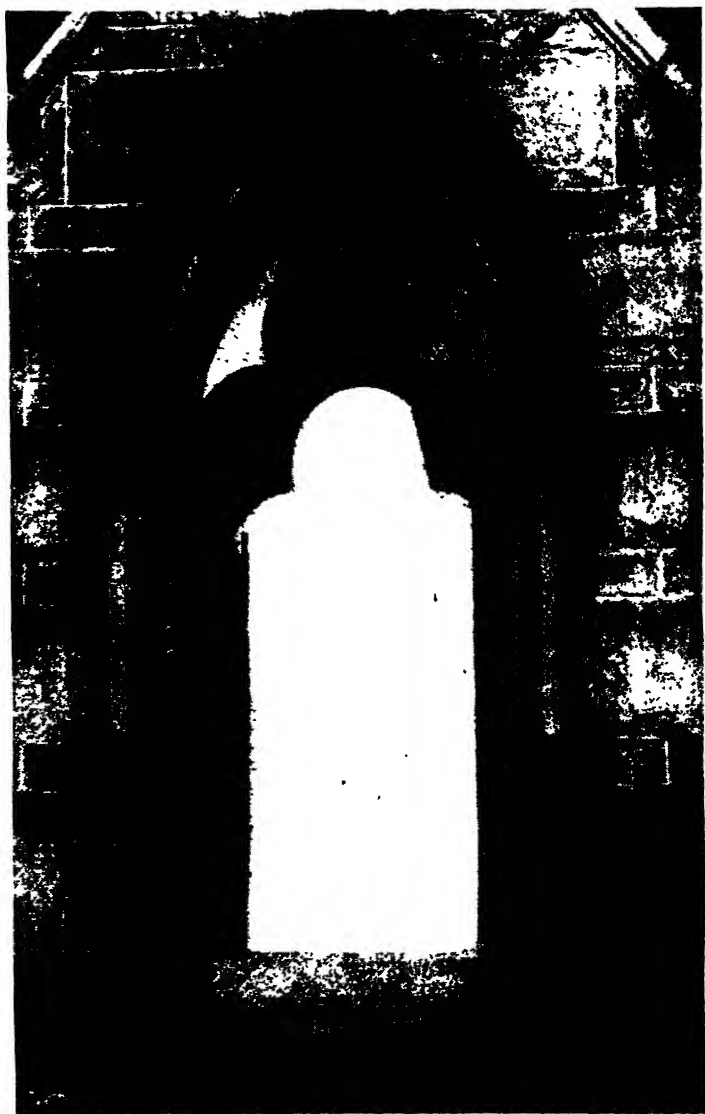
"Messrs. Gayley, Killeen, and I were there at the time, and we were trying to get the tapping-hole open; but the furnace broke out about halfway up the bosh and emitted flame, backed up with heavy pressure.

The Captain went in a different direction from Messrs. Gayley, Killeen, and myself; he was caught by the flame, fell into the cinder-pit, and struck an iron plate, injuring his skull; his shoes were badly burned, and it is a grave question whether it was the burns or the injured skull that caused his death."

He was born February 23, 1839 and died September 29,



CAPTAIN WILLIAM R. JONES



MAUSOLIUM OF CAPTAIN JONIS

Braddock Cemetery
Braddock, Pa.

1889. He was a highly valued associate of Mr. Carnegie and under his management, the Steel Works broke all records in the production of rails.

His mausoleum was restored by the Carnegie Veteran Association in 1930.

* * * *

Los Angeles, April 23, 1930.

Dear Mr. Schwab:

I sincerely appreciate the gracious act in the tribute you and the Carnegie Veteran Association paid to my father's memory, in perpetuating the William R. Jones Memorial Mausoleum, an evidence of friendship and esteem still existing after the lapse of many, many years.

This is of deepest gratification to me and I thank you, one and all.

With kindest regards and good wishes for you and Mrs. Schwab, I am,

Very sincerely yours,

Cora M. Gage.

* * * *

*"He was a Captain of Industry, unsurpassed as an organizer, marvellous in his knowledge of detail, fertile in expedients and invention; always planning new victories and winning them. His success is written in the monster establishment at Bessemer, which will remain a monument to his energy, his skill, his achievements.

The position he filled was one that demanded a higher order of executive ability than that required of the President of the United States or any of his cabinet, and this fact was recognized by a salary equal to that of the President.

As an executive officer alone, he was great, but in addition to this executive ability, he possessed the inventive faculty in the highest degree, coupled with a power of analysis on the one hand and of generalization on the other that are rarely found combined in any one man. He not only knew what he wanted done but how to do it. Never trammled by precedent, he set all rules at defiance by so doing. Many of

*By Joseph D. Weeks, Editor, American Manufacturer, October 4th, 1889.

the inventions of details that have made other inventions successes and have placed Bessemer steel-making where it is today, are his.

And yet, after all, we doubt not that the fact that would give him the most sincere gratification, is the knowledge that he preserved in such a high degree the respect, the love of the thousands that were under him; and he deserved all the love they bear him and all the respect they pay his memory.

No one more honestly and with more singleness of purpose strove in every way to help and benefit those under him than Captain Jones. Himself from the ranks of labor, he never forgot the fact and looked at all questions affecting the relations of employer and employed in the works he managed, from the standpoint of both of these relations; and both employer and employed have come to realize that his judgment was in the main wise as they have always believed it was honest."

* * * *

The Eight Hour Day

* "In increasing the output of these works, I soon discovered it was entirely out of the question to expect human flesh and blood to labor incessantly for twelve hours, and therefore it was decided to put on three turns, reducing the hours of labor to eight.

This proved to be of immense advantage to both the company and the workmen, the latter now earning more in eight hours than they formerly did in twelve hours, while the men can work harder constantly for eight hours, having sixteen hours for rest."

* * * *

A copy of this place card was sent to each of the Veterans
by Mr. Carnegie.

BANQUET
in honor of

*From address by Captain William R. Jones at the meeting of the British Iron & Steel Institute, May, 1881.

MR. AND MRS. ANDREW CARNEGIE
and Visiting Guests of the
Carnegie Institute
at Hotel Schenly
on April the twelfth
nineteen hundred and seven
Pittsburgh

ME AND ANDRA
(*From Dunfermline Press*)

We're puir bit craiturs, Andra, you an' me,
Ye hae a bath in a marble tub, I dook in the sea.
Cafe au lait in a silver joog for breakfast gangs to you;
I sup my brose wi' a horn spuin an' eat till I'm fu'.

An' there's nae great differ, Andra, hardly ony,
My sky is as clear as yours, an' the cluds are as bonnie;
I whussle a tune thro' my teeth to mysel' that costs nae
money.

The bobolink pipes in the orchards white in your hame on
the ither side;
Gray whaups cry up on oor muir t' me, white seamaws soom
on oor tide.
An organ bums in your marble hall wi' mony a sough an'
swell;
I list to the roar o' the wind an' the sea in the hollow o' a
shell.

An' there's nae great differ, Andra—hardly ony ava,
For the measure that throbs thro' eternal things to me
is as braw,
An' it wafts me up to the gate o' God to hear His choir
ana'.

We're draiglit bit craiturs, Andra, plowterin' i' the glaur,
Paidlin' ilk in oor ane bit dub, and glowerin' ilk at his star;
Rakin' up the clert o' the trink till oor Faither airts us hame,
Whiles wi' a strap, whiles wi' a kiss, or carryin' us when
we're lame.

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